

Assessment of Opportunities to Form a Faith Based-Los Angeles County Partnership

Final Report
May 25, 2023





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Acronyms and Terms Referenced

Acronym	Definition
CBO	Community-Based Organization
CEO	Chief Executive Office
County	Los Angeles County government
county	The geographic areas, not government, of Los Angeles County
CSP	The Center for Strategic Partnerships
DCBA	Los Angeles County Department of Consumer and Business Affairs
DCFS	Los Angeles County Department of Children and Family Services
DHS	Los Angeles County Department of Health Services
DMH	Los Angeles County Department of Mental Health
DPH	Los Angeles County Department of Public Health
DPSS	Los Angeles County Department of Public Social Services
FBO	Faith-Based Organization
HOWs	Houses of Worship
I&RP	Interfaith & Religious Partnership, a placeholder name for a proposed independent, countywide coalition of interfaith coalitions, FBOs, and HOWs
LAHSA	Los Angeles Homeless Services Authority
Motion	Motion made by the Los Angeles County Board of Supervisors
RFP	Requests for Proposal
RFSQ	Requests for Statement of Qualifications
SD	Supervisory District of the Board of Supervisors
SPA	Service Planning Area, a geographic division of Los Angeles County into 8 regions for planning, statistical tracking, and providing health and social services targeted to the specific needs of the residents

I – Executive Summary

Board Motion

The Los Angeles County Board of Supervisors (Board) passed the “Coordinating Faith-Based Outreach to County Departments Motion” (Motion) on May 17, 2022, to identify how County government (County) might establish a partnership with Faith-Based Organizations (FBOs). The Motion outlined the need to:

“...assess existing needs and opportunities for the County to develop a robust and comprehensive partnership with faith-based organizations to serve the most vulnerable including people experiencing homelessness, families involved in the child welfare system, at-risk youth, low-income families, isolated older adults, and others.”

Accordingly, the Board instructed the Chief Executive Office (CEO) to work with the Center for Strategic Partnerships (CSP), several County departments, and representatives from FBOs and Houses of Worship (HOWs) identified from each Supervisorial District (SD) to form a Faith-Based Engagement Working Group (FBEW) to guide the process. The following organizations were represented on the FBEW:

FBEW Membership



Faith-Based

- Archdiocese Office
- Calvary Santa Monica (SD 3)
- Churches in Action (SD 4)
- Eastmont SDA Church (SD 1)
- Faith Foster Families Network (SD 2)
- Foster All (SD 5)
- God's Pantry (SD 1)
- Jewish Federation of Greater LA
- Living Faith Cathedral (SD 5)
- San Pedro United Method. Church (SD 4)
- Victory Outreach (SD 3)
- Interfaith Solidarity Network
- Islamic Center of Southern California
- California Sikh Council



Philanthropy

- Carrie Estelle Doheny Foundation
- Conrad N. Hilton Foundation
- Specialty Family Foundation
- The Jewish Community Foundation of Los Angeles
- The Ralph M. Parsons Foundation
- William H. Tilly Foundation



County Depts./Agencies

- Children and Family Services
- Health Services
- CEO Homeless Initiative
- LA Homeless Services Authority
- Mental Health
- Public Health
- Public Social Services
- Probation

Input and Analysis

The CEO retained KH Consulting Group (KH) for the project; KH conducted the following tasks:

- Worked with the FBEW to draft and adopt a Charter and values of inclusiveness and action orientation. The FBEW approved an approach for gathering input from FBOs/HOWs. (Chapter II with more details in Part B)
- Studied faith-based/governmental collaborations as models for potential consideration in Los Angeles County (see Chapter III with more details in Part B)
- Analyzed surveys of philanthropy and County departments regarding their financial support of and partnerships with FBOs/HOWs and government (see Chapter III with more details in Part B)
- Designed and implemented the process for FBO/HOW leadership input through Listening Sessions (see Part B) and an online survey (see Part C):
 - In total, 371 FBO/HOW leaders attended the 12 Listening Sessions, involving 2 in-person Listening Sessions per SD and 2 additional countywide – facilitated by KH and CEO staff. The 2 countywide Listening Sessions entailed one in English and one in Spanish.
 - In total, 434 individuals responded to the survey. The majority (83%) were FBOs/HOWs with the balance representing CBOs (6%) and government agencies, foundations or philanthropy, and businesses (2% each). Another 6% marked “other.”
 - Overall, 546 FBO/HOW leaders provided input via either the Listening Sessions or the survey.
- Prepared the report (this document) in keeping with the guidelines of the Board Motion



371 INDIVIDUALS
PROVIDED INPUT AT THE
LISTENING SESSIONS.

434 INDIVIDUALS
RESPONDED TO THE
SURVEY.

Framework

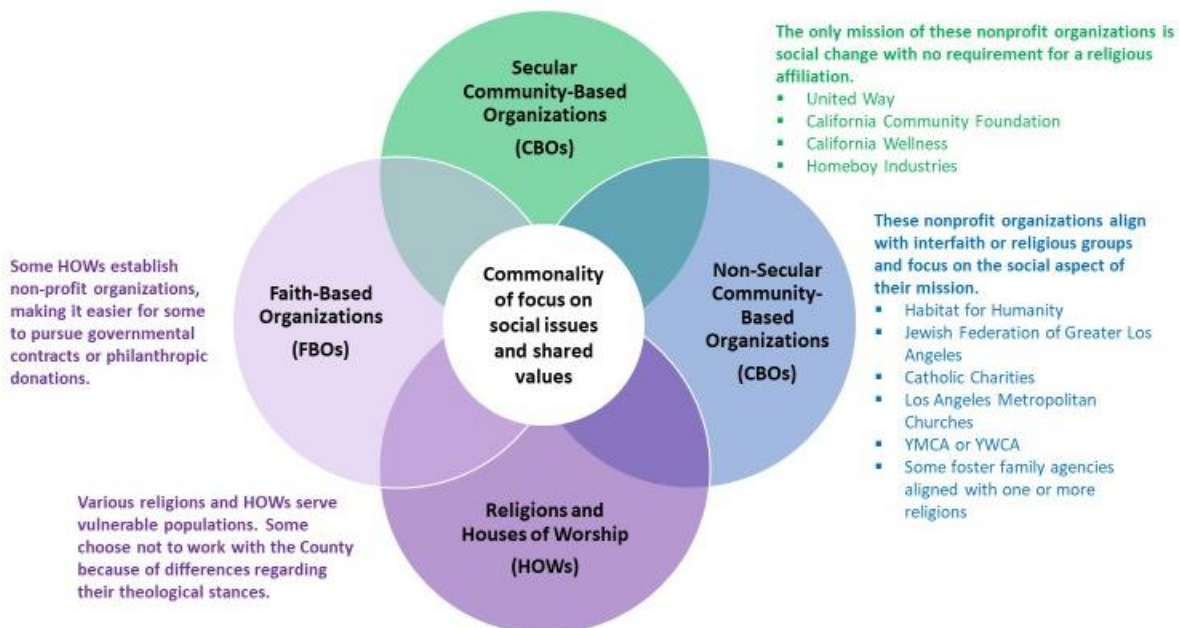
KH found a lack of a common definition when describing religious organizations during the Listening Sessions. Some described used the term FBO to include HOWs; others did not. Some disliked the term “faith-based” and preferred the term “religious.”

All are nonprofit organizations with some noteworthy distinctions. For purposes of our report, KH defines the terms as:

- **Houses of Worship (HOWs)** – HOWs include various religions, many of which serve vulnerable populations. The County collaborates with some of them, particularly the larger ones that have the administrative infrastructure to bid on governmental contracts. Some HOWs choose not to work with the County because of conflicting stances on certain issues (e.g., abortions, LGBTQ2S+, or other doctrinal positions).
- **Faith-Based Organizations (FBOs)** – These nonprofit organizations align with specific religion(s) and HOWs. HOWs typically form these FBOs.
- **Non-secular Community-Based Organizations (CBOs)** – These nonprofit organizations align work with various religious entities and are interested in the social aspect of their mission. Some examples include Catholic Charities, YMCA, YWCA, and foster family agencies aligned with one or more religions.
- **Secular Community-Based Organizations (CBOs)** – These nonprofit organizations' only mission is social change with no requirement for a religious affiliation. Examples include United Way, California Wellness, and California Community Foundation.

These terms are further delineated in Figure I.1. At the intersection of the three nonprofit organizations is the commonality of focus on social issues and shared values, putting religious dogma aside.

FIGURE I-1: NONPROFIT ORGANIZATIONS REFERENCED IN THIS REPORT



Source: KH Consulting Group, 2023.

CBOs and FBOs may opt to collaborate and fund HOWs. CBOs may opt to collaborate and fund FBOs and HOWs. The County has traditionally and primarily worked with CBOs and FBOs, particularly the Department of Children and Family Services (DCFS) and their foster family agencies.

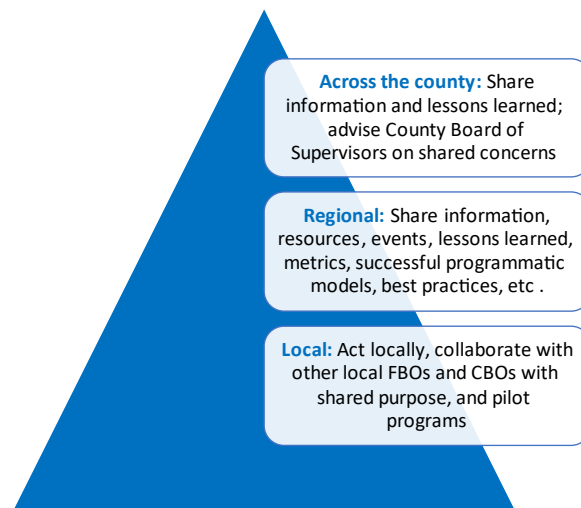
Recommendations

The county's religious bodies are diverse, numerous, and sizeable and touch the lives of many Angelenos. "One-size-fits-all" does not work in such a diverse county as Los Angeles. Many Listening Session attendees advocated for:

- More customized approaches that met their local community needs better
- Acting locally but sharing resources and lessons learned across regions and the county
- Helping to inform County policies and service delivery

These concepts are incorporated in the recommendations in this report.

Moreover, many FBO/HOW participants lacked an understanding regarding what services the County versus local governments provided. They were unaware of the vast services and responsibilities that the County has in terms of public health, social services, mental health, and foster children.



Interfaith Collaboration Structure (Chapter IV)

Chapter IV elaborates further on the next recommendations, including the options considered that pertain to the proposed interfaith collaboration structure.

Recommendation IV.1: The County should encourage the convening of an independent network of interfaith coalitions as a building block for establishing more formal working relationships.

The majority of the FBO/HOW leaders advocated for an FBO-HOW led coalition, not a County Commission. In the short term, the County should encourage existing interfaith coalitions to begin to network with each other. An outgrowth of this initial convening could be a formalized, independent, countywide group. For purposes of this report, this group is referred to as an Interfaith & Religious Partnership (I&RP) as a placeholder. Once formed, the I&RP can determine its official name. I&RP will also need to:

- Develop criteria for eligibility
- Solicit interest in the organization to ensure true interfaith participation
- Define and prioritize what the organization intends to accomplish
- Develop agreements about meetings, decision-making processes, and values and the handling of agendas for and minutes of the meetings
- Manage the local-, regional-, and county-level tension in resource decision-making
- Manage how different population needs are addressed, given the local differences in need
- Incorporate the “voices” of those being served
- Solicit funding and/or staff for the organization

Once initiated, the I&RP can explore the need for and timing to become a nonprofit organization.

Recommendation IV.2: The County’s Center for Strategic Partnerships (CSP) should explore seed funding.

The CSP can explore obtaining seed funding to start either a network of interfaith coalitions or an I&RP. The CSP can convene potentially interested philanthropies and facilitate a discussion of whether and how an effective FBO/HOW collaborative would further the priorities of the participating philanthropies.

The CSP can encourage the philanthropic entities most interested in FBO/HOW social programs to collaborate in supporting the creation of a backbone to help establish the I&RP structure. In addition, some philanthropic organizations may not want to fund the I&RP but may be willing to support initiatives within it.

Recommendation IV.3: The County should lend staff support and liaisons to serve as departmental interfaces with the FBO/HOW-led option adopted.

Once the interfaith coalition network or I&RP is established, the County can offer support or liaison staff knowledgeable about issue-related service needs within the structure. In the absence of philanthropic support, the County can act as a convener of FBOs/HOWs interested in furthering this work and potentially establish an umbrella organization.

Recommendation IV.4: The countywide Interfaith & Religious Partnership should build on the FBEW’s values in its Charter.

In developing the FBEW Charter for this project, FBEW members outlined their values for working together. These values of ***inclusiveness*** and ***action orientation*** can serve as a foundation for this I&RP to build on. In addition, the I&RP should think through the important factors for a true partnership, including:

- Accountability and transparency
- Outreach and inclusion
- Understanding what FBOs/HOWs and County departments do



- Building on shared values and relationships
- Action oriented
- County seeking FBO/HOW input

Recommendation IV.5: The Interfaith & Religious Partnership (or adopted entity) needs a strategy for advising on governmental matters, regional coordination and knowledge sharing, and local-level action.

Regardless of what structure is adopted, it needs a strategy to provide advice regarding County governmental policies and programs, regional coordination, and resource sharing and development of initiatives to address local needs.

Most of the governmental-FBO collaboratives – at national, state, and local levels – focus on specific issues facing vulnerable populations. The County and FBO/HOW services to low-income and vulnerable populations are vast and specific. The services needed vary based on populations served and geographic area. For example, people at risk of being houseless may also need food and health care. The programmatic needs and delivery mechanisms differ in Antelope Valley versus South Los Angeles. Therefore, this entity must be:

- Sensitive to different populations' needs
- Sensitive to geographic and community differences

Future structures have to take into consideration an approach that considers both population needs and geographic and community differences, particularly important to understand gaps and overlapping services.

Recommendation IV.6: The County should revisit a geographic model to identify and address the needs of underserved populations at a local level.

In 2011, because of the size of Los Angeles County (4,300 square miles), County government divided the landscape into 8 geographic areas, primarily for planning, statistical tracking, and coordinating and providing health and social services targeted to the specific needs of the residents in these different areas. These Service Planning Area (SPA) were Antelope Valley, San Fernando Valley, San Gabriel Valley, Metro L.A., West L.A., South L.A., East L.A., and South Bay & Harbor. The County officially abandoned the SPA Council model, although the SPA geographic boundaries are still being used by some County departments to plan for, provide services, and collect related data.

FBO/HOW leaders still reference the SPAs and SPA Councils and report that they found them to be valuable. Some argue that the SPAs should be further delineated, given the diverse communities within a given SPA. This need is consistent with their emphasis on action at the local level.

Therefore, the County could benefit from an updated geographic model to identify and address the needs of underserved populations at a local level. The geographic model may require further refinements and delineation of the communities within the SPAs (e.g., new sub-SPA



boundaries) or Supervisorial Districts (SDs). (Note: Los Angeles County is divided into 5 SDs with each Supervisor representing a SD of approximately 2 million people. The County website displays these [SD maps](#), which encompass the 88 cities and approximately 140 unincorporated areas.)

County Internal Coordination (Chapter V)

Chapter V elaborates further on the next recommendations, including the options considered, pertaining to internal County coordination and community engagement. FBO/HOW needs of are similar to CBO needs who are serving the same populations. The County's approach should be broadened into a community engagement approach that encompasses all types of nonprofit organizations working with the same target populations.

FBO/HOW leaders expressed feelings that they were competing for limited resources, and each wanted their "piece of the pie." For collaboration to work, what is needed is a mental shift – that ***through collaboration all can leverage the resources available and create more opportunities to improve the lives of so many***. The focus should be on ***transformation, not transactions***.

Recommendation V.1: The County should establish a Community Engagement Office or team for its internal coordination and external interfacing with CBOs/FBOs/HOWs.

Approximately two-thirds (67%) of the survey respondents wanted access to an organization or individual in the County to answer questions and help them access the right place for help. An office or team would provide multiple services:

- Act as a liaison between County departments and the I&RP
- Manage outreach and inclusion
- Convene and coordinate activities
- Coordinate training and technical assistance in making County connections, pursuing funding, and building skills in serving populations with special needs, capacity building, and measuring success
- Information sharing via the Internet
- Coordination across initiatives, gap and overlap analysis, and monitoring progress and outcomes

The breadth of responsibilities points to the need for dedicated County staff who can work closely with relevant departments, I&RP, and CBOs/FBOs/HOWs alike. This operation should start with a staff of 3 and then assess its needs each year. Recommendation V.3 in Chapter V delineates the staff responsibilities further.

Recommendation V.2: The County Community Engagement Office or team should offer to coordinate an information exchange and clearinghouse for CBOs/FBOs/HOWs.

Between 73% and 75% of the survey respondents supported the importance of and need for information and knowledge-sharing on the Internet with a broadly accessible website/portal jointly developed by the County, I&RP, and CBOs. Specifics entail:

- Up-to-date listings of County services
- Up-to-date listing of CBO/FBO/HOW services, events, and resources
- Clearinghouse about programs in place, including populations served, goals, outcomes, successes, and lessons learned
- Resource lists
- An inventory of unmet needs, by community
- Demographic data and GIS mapping of community assets
- Philanthropic and County resources

A key element of success will be to ensure that information is accurate and up to date. Collaboration around available data will be required.

Recommendation V.3: The County should staff the Community Engagement Office or team.

The breadth of responsibilities described in Recommendations V.1 and V.2 points to the need for assigned County staff who can work closely with relevant departments, I&RP, and CBOs/FBOs/HOWs. This operation should start with a staff of 3 and then assess its needs each year. Chapter V outlines the proposed organizational structure and allocation of responsibilities.

County Administrative and Resource-Related Changes (Chapter VI)

Similar to the prior chapters' recommendations, ***many of these recommended improvements apply to both FBOs/HOWs and CBOs working with the County.*** To avoid questions about fairness, the County's approach is a philosophy of "sameness" to all potential vendors. CBOs/FBOs/HOWs should be able to compete for solicitations like any other business vendor.

Recommendation VI.1: The County should explore establishing guidelines to address questions raised regarding church/state separation.

Listening Session participants and survey respondents identified the need for greater clarity around the church/state arguments. FBO/HOW leaders expressed concerns about the County thinking they would discriminate, which they argue is contrary to their practices. At the same time, others wanted to ensure the County does not allow discriminatory practices to occur. This debate is central to reducing the perceived reluctance of County staff in engaging fully with FBOs/HOWs.

In keeping with its public trust role, the County cannot allow any of its funds and resources to be used for discriminatory practices. Thus, the County must remain vigilant by continuing to



monitor their contracts to avoid funding or supporting any entities – nonprofit, governmental, CBO, FBO/HOW, or corporate – that practice discriminatory practices.

The County guidelines and criteria are important to ensure consistency and legal practices are upheld. The County should include the criteria in the approved contract/Memorandum of Understanding (MOU) language. In addition, the Community Engagement Office or team should:

- Conduct training with involved County staff as part of the roll-out of the approved criteria
- Train CBOs/FBOs/HOWs about the guidelines and criteria
- Monitor to ensure adherence to the criteria

Recommendation VI.2: The County should explore using a Master Agreement approach to solicitations from CBO/FBO/HOW partnerships.

County grant selection processes are slow, and responses are costly to develop. Survey respondents identified the following shortcomings:

- Red-tape, County size, and lack of awareness
- Lag time to action
- Competition with large FBOs/HOWs
- County contracting

Today, the County issues solicitations for bids, such as Requests for Proposal (RFPs) and Requests for Statement of Qualifications (RFSQs). The County uses RFSQs to form benches of pre-approved vendors or firms to provide services through Master Agreements. Once on a Master Agreement list, firms have less red tape when responding to individual work or task orders. This procurement process could be applied to CBOs/FBOs/HOWs to provide services that align with the County's departmental needs.

Developing a CBO/FBO/HOW master list through an RFSQ process would expedite the ability of those organizations on the master list to respond to immediate needs and reduce the amount of work that CBOs/FBOs/HOWs would have to spend in responding; qualifications would need to be documented only once. Furthermore, the approved church/state separation guidelines should be included in the RFP, RFSQ, and Master Agreement review process, ensuring an understanding and commitment to abide by the guidelines.

Recommendation VI.3: The County should build on purchasing and contracting best practices, including those developed for the County's small business initiatives.

Examples of small business initiatives that could serve as models for CBOs/FBOs/HOWs entail:

- Designing solicitations that focus on local needs, as contrasted with countywide RFSQs, which opens opportunities for small- and medium-sized CBOs/FBOs/HOWs to participate



- Requiring prompt payment for CBOs/FBOs/HOWs to reduce the financial risks associated with delays in payment (similar to the latest policies in the revised Board Policy 3.035 – “Small Business Payment Liaison and Prompt Payment Programs”)
- Offering training in working with the County, similar to that provided to small businesses
- Requiring interfaith participation in responses to solicitations
- Facilitating the identification of potential CBOs/FBOs/HOWs as primes or subcontractors by disseminating information on attendees at pre-bid conferences

Recommendation VI.4: The County should explore the feasibility of reimbursing CBOs/FBOs/HOWs for their costs associated with County collaboration, starting with emergency support.

When County departments reach out to FBOs/HOWs, they often ask for access to facilities that cost money and time. For some FBOs/HOWs, responding to these requests is costly. When an FBO/HOW agrees to cooperate, County funds to offset actual costs are generally not available.

In addition to developing an approach to outreach that identifies interested FBOs/HOWs but limits the volume of unsolicited requests, the County should develop a capacity, plan, or process to reimburse actual out-of-pocket expenses when facilities and access are requested.

For example, the City of Pasadena reimburses the FBOs/HOWs in the Clergy Community Coalition (CCC) when asked to open their facilities for individuals who are unhoused during inclement weather. The County should determine if and how it can reimburse FBOs/HOWs that assist during emergencies. The City of Pasadena may have identified a means for making this happen, which the County might want to consider.

Recommendation VI.5: The County should pilot and expand CBO/FBO/HOW partnership programs that prove to be successful in different parts of SDs.

FBOs/HOWs that support the underserved range from large, sophisticated organizations to small houses of worship. They share a commitment to improving the lot of people who are hungry, unhoused, or facing overwhelming challenges. The work they do with those individuals can be as simple as acting as a liaison to available services or as complex as working to end homelessness.

This wide range of intentions and abilities means that the County’s response must be flexible and adaptive. This flexibility will allow the County to maximize the effectiveness of its support for FBOs/HOWs in meeting the needs of the ill, the poor, and the dispossessed.

There was also interest in piloting projects that could then be replicated or modified in other parts of the County, such as the best use of FBO/HOW real estate to provide more affordable housing. The County should encourage the development and implementation of pilot programs to test promising community service approaches.



FBO/HOW leaders strongly agreed that both the County and FBOs/HOWs should be accountable for funding and doing what works. Each program should be evaluated periodically to determine its level of success, needed changes, and scalability. The most successful pilot programs can then be replicated, as appropriate, in other similar communities in the County or, if appropriate, across the County.

In this way, the County can build on success stories with CBOs/FBOs/HOWs and replicate and pilot projects that fit different parts of the County as pilot projects. Using lessons learned, the County will be in a better position to know what projects to refine, adapt, or replicate elsewhere in the county.

Recommendation Summary

Summarized in Table I.1, some of the recommendations require FBO/HOW leadership and others the County can take the lead.

TABLE I.1: ROLES AND RESPONSIBILITIES BY RECOMMENDATIONS

Chapter	Recommendation	FBO/HOW Led	County Led
IV	Interfaith Collaboration Structure		
IV.1	The County should encourage the convening of an independent network of interfaith coalitions as a building block for establishing more formal working relationships.	✓	
IV.2	The County's Center for Strategic Partnerships (CSP) should explore seed funding.		✓
IV.3	The County should lend staff support and liaisons to serve as departmental interfaces with the FBO/HOW-led option adopted.		✓
IV.4	The countywide Interfaith & Religious Partnership should build on the FBEW's values in its Charter.	✓	
IV.5	The Interfaith & Religious Partnership (or adopted entity) needs a strategy for advising on governmental matters, regional coordination and knowledge sharing, and local-level action.	✓	
IV.6	The County should revisit a geographic model to identify and address the needs of underserved populations at a local level.		✓
V	County Internal Coordination with FBOs/HOWs		
V.1	The County should establish a Community Engagement Office or team for its internal coordination and external interfacing with CBOs/FBOs/HOWs.		✓

Chapter	Recommendation	FBO/HOW Led	County Led
V.2	The County Community Engagement Office or team should also offer to coordinate an information exchange and clearinghouse for CBOs/FBOs/HOWs.		✓
V.3	The County should staff the Community Engagement Office or team.		✓
VI	Administrative and Resource-Related Changes		
VI.1	The County should establish guidelines to address questions raised regarding church/state separation.		✓
VI.2	The County should explore using a Master Agreement approach to solicitations from CBO/FBO/HOW partnerships.		
VI.3	The County should build on purchasing and contracting best practices, including those developed for the County's small business initiatives.		✓
VI.4	The County should explore the feasibility of reimbursing CBOs/FBOs/HOWs for their costs associated with County collaboration, starting with emergency support.		✓
VI.5	The County should pilot and expand CBO/FBO/HOW partnership programs that prove to be successful in different parts of SDs.		✓

Report Supplements

As supplements to this report, there are four extensive documents that elaborate further on the input and findings that are the foundation for the recommendations in this report. The FBO/HOW leaders requested that this information be shared with the public as part of a commitment to transparency and knowledge-sharing:

- **Part A – Trends and Practices in Government Partnerships with Religious Organizations**—Part A describes FBO/HOW partnership initiatives with the Federal government, state and other local governments; internationally with U.S.-funded agencies; and Los Angeles County. Many of the initiatives started out by focusing on specific issues (children, youth, foster youth, and families; economic and community development; emergency response and management; housing; information sharing; health care, substance abuse, and mental health; and social services). Part A also outlines some of the FBO/HOW coalitions in Los Angeles County, and the results of two surveys – one with County departments describing their existing FBO collaboratives and another with philanthropy.

- **Part B – FBO/HOW Listening Sessions**– Part B describes the FBEW, methodology for facilitating the Listening sessions, and profile of the 371 FBO/HOW leaders attending them. It outlines the FBO/HOW leaders’ input at the 12 Listening Sessions, by SD and site.
- **Part C – Faith-Based Survey Results Regarding Potential County Partnerships**– KH designed an online survey with questions based on issues and options raised during the Listening Sessions. KH distributed the survey to all individuals who were invited to the Listening Sessions and Faith Leadership Breakfasts (described next in Part D) and encouraged FBEW members, Board Offices, County departments, and interfaith coalitions to share the survey link with their FBO/HOW networks. Part C outlines the profile of the 434 survey respondents and their thoughts on how to improve the lives of the underserved, preferred partnership structures, County government working relationships, non-financial and training needs, and priorities.
- **Part D – Input received from Supervisor Barger’s Faith Leaders Breakfasts** – Supervisor Barger (SD 5) hosted two Faith Leadership Breakfasts, funded by the Parsons Foundation. The November 2022 Breakfast helped shape the issues to be explored in the Listening Sessions. The March 2023 Breakfast provided additional feedback to the input from the Listening Sessions. FosterAll handled the logistics, facilitation, and transcriptions of the Faith Leaders Breakfast meetings.





II – Project Background

The County recognizes the value of working closely with the faith-based community and philanthropy to better serve its most vulnerable populations. This chapter outlines the Board Motion, followed by the approach for soliciting FBO/HOW input on how to form and strengthen working relationships in partnership with County government.

Board Motion

On March 17, 2023, the Board adopted the “Coordinating Faith-Based Outreach to County Departments Board Motion” (Motion). The purpose of the Motion is to identify how the County might establish a partnership with FBOs/HOWs. The Attachment to this report contains the full Board Motion.

The Motion describes a robust history of County-FBO/HOW partnerships and noted that it:

“...is incumbent to establish a centralized-outreach plan so that houses of worship and faith-based organizations do not feel overwhelmed with non-financial requests for support...”

Accordingly, the Board instructed the CEO to work with the CSP, several County departments, and FBO/HOW representatives identified from each SD to form the FBEW to guide the process. The purpose of the Motion is to:

“...assess existing needs and opportunities for the County to develop a robust and comprehensive partnership with faith-based organizations to serve the most vulnerable including people experiencing homelessness, families involved in the child welfare system, at-risk youth, low-income families, isolated older adults, and others.”

The Motion called for the CEO to:

1. Form a FBEW to guide the process
2. Convene Town Halls [or Listening Sessions¹] in each SD to identify best practices... as well as obstacles
3. Review best practices that have worked in other jurisdictions
4. Review and assess existing County department programs interacting with faith-based programs

The CEO retained KH Consulting Group (KH) to:

- Work with the FBEW

¹ Note: The FBEW preferred using the term “Listening Session” instead of the original concept of a “Town Hall” because of the importance of allowing faith leaders to share their viewpoints and for County representatives to listen to their input.



- Study faith-based/governmental collaborations as models for potential consideration in Los Angeles County (see Part A)
- Design and implement the process for faith-based leadership input (see Part B, Part C, and Part D)
- Prepare the Board Report (this document) in keeping with the guidelines of the Board Motion

Approach for Gathering FBO/HOW Input

Part B describes the approach to gathering FBO/HOW input through Listening Sessions in greater detail.

Faith-Based Engagement Workgroup (FBEW)

FBEW Members

Each Supervisor identified two representatives (who in turn could appoint a “back-up” person) to serve on the FBEW. Three other FBEW members were added to provide countywide perspectives and broaden religions represented on the FBEW. In addition, six philanthropies and eight County departments or agencies were included who actively work with underserved populations. Part B elaborates further on the individuals and their designees who served on the FBEW.

FBEW Charter and Mission

At the start of the process, FBEW members established its Charter, values, and mission to guide their work. The full FBEW Charter is in Part B. The FBEW established its mission as:

“The County recognizes the value of working closely with the faith-based community and philanthropy to better serve our most vulnerable populations. The FBEW serves in an advisory capacity to the Chief Executive Officer (CEO) regarding opportunities for working together through a County commission or body. On the basis of input from the FBEW and Listening Sessions, the CEO will provide recommendations to the Board of Supervisors (Board) to create a permanent coordinated faith-based commission or body.”

Listening Sessions

FBOs/HOWs, philanthropy, and Los Angeles County departments all have programs designed to address the needs of the county’s most vulnerable populations – including people experiencing homelessness, families involved in the child welfare system, at-risk youth, low-income families, isolated older adults, and others. The purpose of the Listening Sessions was to learn how the County might work in partnership with FBOs/HOWs to serve underserved populations better.



Listening Session Sites

The County CEO staff worked with Board Offices and FBEW members to identify the communities and potential sites for holding two in-person Listening Sessions in each SD. The County and KH were advised that FBO/HOW leaders would feel more comfortable attending Listening Sessions held in HOWs rather than County sites.

The 10 in-person Listening Sessions were supplemented with 2 virtual Listening Sessions (one in English and one in Spanish).

Profile of Attendees

Although the outreach was targeted at FBOs and HOWs, no one was turned away. In total, 371 FBO/HOW leaders attended the 12 Listening Sessions out of an RSVP list of 599 – a 62% attendance or participation rate.

The highest participation rates were in SD 5 (34% of the attendees) and SD 2 (22% of the attendees).

Representatives from the Archdiocese attended the Faith Leadership Breakfasts, sponsored by Supervisor Kathryn Barger, SD 5, and described in Part D. Given the structure of the Archdiocese, this involvement is significant and important for engaging the rest of the Roman Catholic clergy. Similarly, other religions sent representatives that spoke on behalf of many parishes, houses of worship, temples, etc. to the Breakfasts.

When individuals RSVPed, they were asked to identify what religions they represented. Figure II-1 displays two pie charts for comparative purposes:

- The pie chart on the left indicates the religions that Los Angeles County residents identify with.
- The pie chart on the right displays the religions that the Listening Session participants identified with.

On behalf of the
Los Angeles County Board of Supervisors

**You're invited to
a Faith Leader Listening Session**

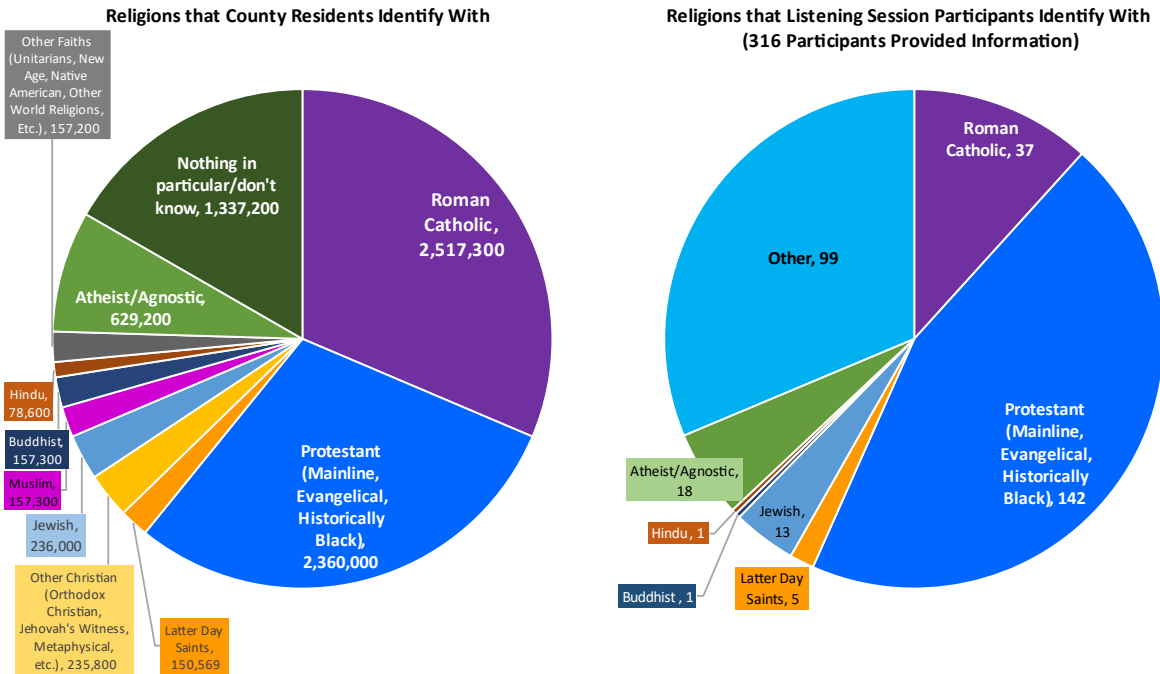
Share your experiences, insights, and guidance
on the recent Board motion
to form a faith partnership with the County.

Together we bring impact. Together we bring solutions.
Faith Leaders, let's answer the call together.

When	Where
Wednesday, February 22, 2023, 9:00 AM	The Highlands Christian Fellowship, Palmdale
Thursday, February 23, 2023, 10:00 AM	New Beginnings Church, La Puente/Velinda
Wednesday, March 1, 2023, 9:00 AM	First Church of the Nazarene, Pasadena
Thursday, March 2, 2023, 9:00 AM	Shepherd Church, Northridge
Friday, March 3, 2023, 9:00 AM	Crenshaw Christian Center, Los Angeles
Tuesday, March 7, 2023, 9:00 AM	Resurrection Church, Los Angeles
Wednesday, March 8, 2023, 9:00 AM	The Church of JC of LatterDay Saints, Huntington Park
Tuesday, March 14, 2023, 9:00 AM	St. Cornelius Catholic Church, Long Beach
Tuesday, March 14, 2023, 2:00 PM	Virtual Meeting on Zoom
Wednesday, March 15, 2023, 9:00 AM	Oasis Church, Los Angeles
Thursday, March 16, 2023, 9:00 AM	The Jewish Federation of Greater Los Angeles, Los Angeles

RSVP at [here](https://www.eventbrite.com/cc/faith-leader-listening-sessions1715709) or
<https://www.eventbrite.com/cc/faith-leader-listening-sessions1715709>

FIGURE II-1: COMPARISON OF LOS ANGELES COUNTY POPULATION AND LISTENING SESSION PARTICIPANTS: RELIGIOUS AFFILIATIONS



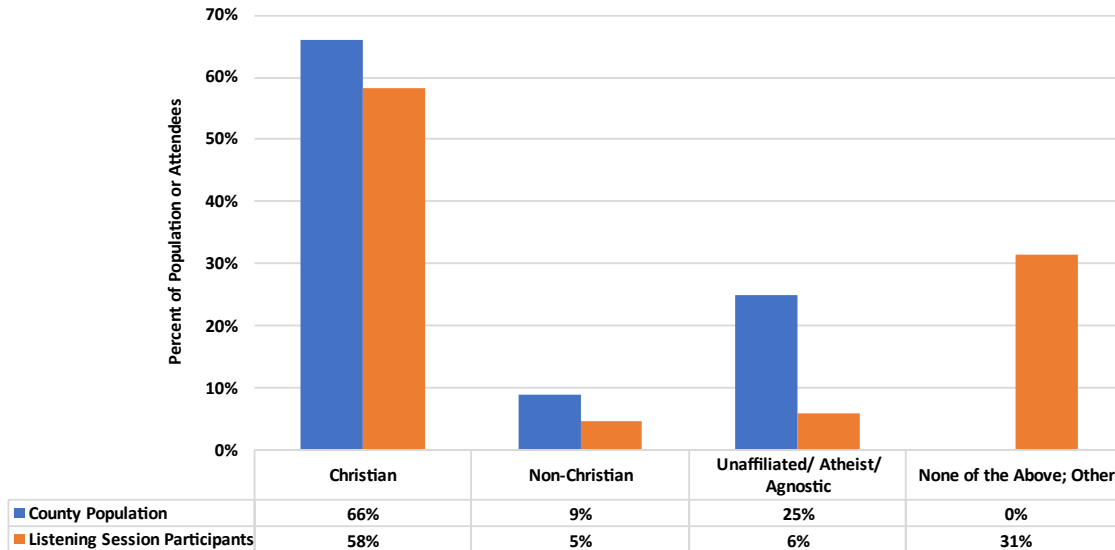
Source for statistics in the pie graphic on the left: Pew Research Center: Religious Landscape Study, 2014. Percentage of U.S. Census 2019 population estimate of persons aged 18 and older. These numbers, not from the Pew Research Center Religious Landscape Study, were calculated by the Los Angeles Almanac.

As displayed in Figure II-2, 58% of the Listening Session participants identified as Christian, which was less than the 66% of the county population identifying as Christian. Analyzing the Christian faith denominations further, the Listening Sessions had greater representation among Protestants (45% versus 29% of the county population) and smaller representation of Roman Catholics (12% versus 31% of the county population).

Similarly, 5% of the Listening Session participants identified with a non-Christian faith in comparison to 9% of the county population. Although 25% of the county population is unaffiliated (atheist or agnostic), 6% of the attendees reported that category. This differential is not unanticipated since the target audience were FBO and HOW leaders. Representatives of Atheist United and other similar entities attended the majority of the Listening Sessions. Another 31% of the Listening Session participants did not identify with any of the listed faith categories.

In going forward, the County will need to make a greater concerted effort to engage non-Christian faiths in any planned partnerships.

FIGURE II-2: COMPARISON OF LOS ANGELES COUNTY POPULATION AND LISTENING SESSION PARTICIPANTS: CHRISTIAN, NON-CHRISTIAN, AND UNAFFILIATED RELIGIONS



Note: Some religions sent representatives that spoke on behalf of many parishes, houses of worship, temples, etc.

Listening Sessions Format

The KH-County team followed a structured approach for consistency across the Listening Sessions, starting with a welcome from the HOW leader hosting the site or session. When available, a member of the Board of Supervisors or her staff provided a context for the Board Motion, followed by further elaboration from CEO staff.

The KH team worked with FBEW members in developing the questions to be explored at the Listening Sessions:

1. **Effective partnerships:** What needs to be included in a true partnership between the County and the faith community (FBOs and HOWs)? What does success look like for that relationship?
2. **County changes.** What changes from how the County currently operates will make the biggest difference in establishing a true partnership between the County and the faith community?
3. **Partnership benefits:** Who would most benefit from the formation of such a partnership? How can FBOs/HOWs bring their voices into our work?
4. **Non-financial support needs:** What kinds of non-financial support would be most useful to FBOs/HOWs?



5. **Outreach and knowledge-sharing:** How can we, as faith leaders, extend our reach and share successes and lessons learned about what makes the biggest impact on the lives of those we serve? How do we become aware of what others are doing in the County?
6. **Partnership structure:** The Board Motion called for the establishment of a structure. What should be the purpose(s) of the new structure(s)? Might we need more than one? What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County? What should the leadership/ composition/focus of the structure(s) be?
7. **People in Need – Who We Serve:** Some Listening Session groups also spent time in identifying the populations with the “lived experiences they served” and the “voices heard.”
8. **Other suggestions:** Attendees at the Listening Sessions were encouraged to provide input on other related topics of interest.

Part B summarizes FBO/HOW leaders’ input at the Listening Sessions in greater detail, by SD and site.

Online Survey

The Listening Sessions input formed the basis for a follow-up online survey where faith leaders could provide quantitative input regarding the ideas that came out of the Listening Sessions.

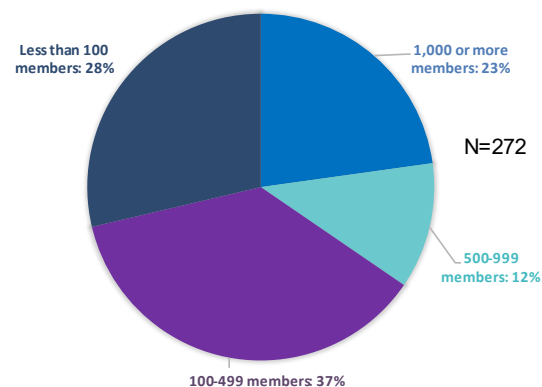
- In total, 434 individuals responded to the survey. The majority (83%) were FBOs/HOWs.
- The majority (75%) were Christian (Protestant, Roman Catholic, Church of Latter-Day Saints, or other Christian religions).

In the future, the County will need to ensure that the other religions located across the county are included.

Approximately 42% of the respondents had attended one or more of the Listening Sessions. The other 58% had not.

Survey respondents affiliated with HOWs with members or congregants were asked about their relative sizes. The HOWs represented the full range of member or congregant sizes.

- 22.8% had 1,000 or more members
- 11.8% had 500-999 members
- 36.8% had 100-499 members
- 28.7% had less than 100 members



The FBOs/HOWs also represented geographic areas across the county with SD 5 having the highest and SD 3 having the smallest participation levels.



The survey results corroborated much of what was heard at the Listening Sessions. Part C contains the analysis of the survey results. Highlights of the Listening Sessions and the survey are presented in this report pertaining to the recommendations set forth.

SD 5 Faith Leadership Breakfasts

Supervisor Kathryn Barger, SD 5, hosted two Faith Leadership Breakfasts, funded by the Parsons Foundation. SD 5 assigned the coordination and facilitation of the Faith Leadership Breakfasts to a nonprofit organization, a FBEW member, FosterAll.

- The November 2022 Breakfast helped shape the issues to be explored in the Listening Sessions.
- The March 2023 Breakfast provided additional feedback to the input from the Listening Sessions.

Part D summarizes the input from their discussions.

Listening Session and Survey Themes

FBO/HOW leaders identified common themes and barriers for forming partnerships with the County, including 371 attending the 12 Listening Sessions, 34 attending the 2 Faith Leadership Breakfasts meetings, and 434 completing the survey. There is some overlap in attendance but at least 550 FBO/HOW leaders provided input. Their input formed the foundation for the options and recommendations outlined in this report.



III – Trends and Practices

Religious organizations are a significant part of the nonprofit world in Los Angeles County. Table III-1 displays the largest nonprofit sectors in the greater Los Angeles County region that focus on the types of needs identified for many vulnerable populations. Religious organizations comprise the largest nonprofit sector with more than 14,000 organizations and are more numerous than educational institutions. It employs more than 22,000 people and has revenues that exceed \$.24 billion.

TABLE III-1: NUMBER AND SIZE OF THE LARGEST NONPROFIT ORGANIZATION SECTORS WORKING WITH VULNERABLE POPULATIONS IN LOS ANGELES COUNTY

Nonprofit Sectors	Number of Organizations	Number of Employees	Revenues (\$millions)
Religious organizations	14,314	22,400	\$4,268
Human service organizations	5,389	72,586	\$8,343
Youth development organizations	1,828	8,900	\$382
Health organizations	1,504	138,715	\$30,333
Housing providers and shelters	1,472	10,654	\$2,570
Public sector, public co-ops, and veteran organizations	1,154	6,643	\$1,581
Mutual assistance organizations	1,093	3,006	\$8,207
Mental health organizations	1,071	19,356	\$1,464
Disease-focused organizations	677	9,154	\$2,540
Crime and legal aid organizations	650	6,866	\$740
Civil rights and social justice organizations	510	2,401	\$339
Food and agriculture organizations	510	1,394	\$931
Public safety organizations	313	2,804	\$215

Source: Cause IQ compiled the data of 64,585 organizations in the greater Los Angeles metropolitan area, including the cities of Los Angeles, Anaheim, Arcadia, Burbank, Carson, Costa Mesa, Fountain Valley, Gardena, Glendale, Irvine, Long Beach, Newport Beach, Orange, Pasadena, Santa Ana, Santa Monica, Torrance, and Tustin. <https://www.causeiq.com/directory/los-angeles-long-beach-anaheim-ca-metro/>

More and more government agencies are identifying ways to work with this large nonprofit sector more effectively. This chapter highlights these trends and practices of these partnerships. Part A describes in greater detail various faith-based partnership initiatives with state and other local governments, Federal government, internationally with U.S.-funded agencies, and Los Angeles County government.

Overview of Governmental Examples

Figure III-1 provides an overview of the types of religion-governmental partnerships at the local (county and city), state, and Federal levels.

FIGURE III-1: EXAMPLES OF RELIGION-GOVERNMENTAL PARTNERSHIPS

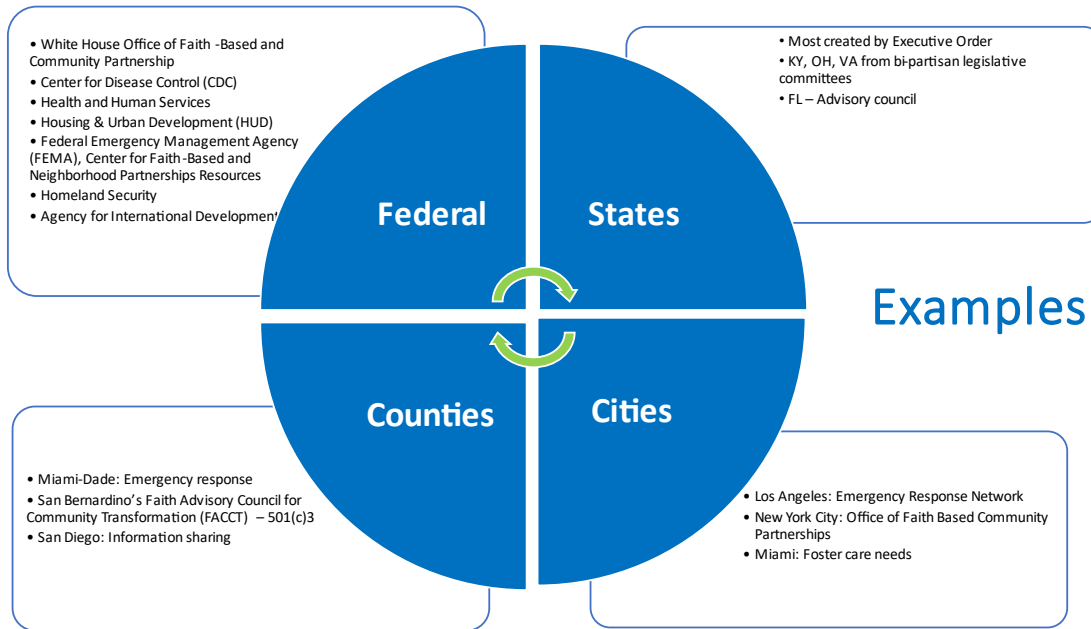


Table III-2 describes some of these religious-affiliated initiatives with governmental. Many focus on specific populations' needs. The Federal government and its international agencies have been involved in these types of collaborations for longer periods of time.

TABLE III-2: EXAMPLES OF GOVERNMENTAL COLLABORATIONS WITH RELIGIOUS ORGANIZATIONS, BY ISSUE

Issue	Agency Collaborations with Religious Organizations	Governmental Level
Individuals, Families, and Children		
People experiencing or at-risk of being houseless	New York City, Department of Homeless Services, mandatory shelters and Code Blue policy based on temperatures	City
	State of New York, Code Blue policy based on temperatures	State
Housing	New York City, Office of Faith-Based and Community Partnerships, to work with FBOs to better use their real estate to provide more affordable housing	City
	U.S. Department of Housing & Urban Development	Federal
Foster youth	City of Miami (FL)	City
	Many other U.S. cities and counties	County



Issue	Agency Collaborations with Religious Organizations	Governmental Level
Children, youth, and families	State of Texas through the One Star Foundation	State
Social services	The White House Office of Faith-Based and Neighborhood Partnerships, established by President Barack Obama	Federal
Services to low-income and vulnerable populations	County of San Bernardino's Faith Advisory Council for Community Transformation (FACCT), a nonprofit organization	County
	County of San Diego website to share resources and virtual events, including with pre-approved FBOs and CBOs	County
Young women and girls	U.S. Agency for International Development (USAID) partnering with Catholic Relief Services (CRS) and other FBOs to implement the U.S. President's Emergency Plan for Determined, Resilient, Empowered, AIDS-free, Mentored and Safe (DREAMS) women in Lesotho, Africa	International
Health-Related and Healthy Communities		
Health care	U.S. Department of Health and Human Services and Georgetown University to build caring partnerships between health care and FBOs	Federal
Mental health	U.S. Department of Health & Human Services	Federal
Substance abuse	Center for Disease Control, "Tips for Former Smokers"	Federal
	U.S. Department of Health & Human Services, Substance Abuse and Mental Health Services Administration, working with FBOs and CBOs	Federal
Disasters and Emergencies		
Emergency response and management	City of Los Angeles	City
	County of Miami-Dade (FL)	County
	Federal Emergency Management Agency (FEMA), Center for Faith-Based and Neighborhood Partnerships Resources	Federal
Security		
Cybersecurity	Federal Cybersecurity and Infrastructure Security Agency for safe and secure houses of worship	Federal
Security	U.S. Department of Homeland Security, Center for Faith-Based and Neighborhood Partnership	Federal
Social Justice		



Issue	Agency Collaborations with Religious Organizations	Governmental Level
Social justice	U.S. Department of Justice	Federal
Economic and Community Development		
Development	State of New York's FBO-HOW-CBO partnership	State
	University of California, Davis, Department of Human and Community Development's California Communities Program (CCP) with the California State Employment Development Department	State and University
	United Nations (UN) Task Force on Religion and Development Steering Committee, which meets regularly with FBOs affiliated with all UN registered religions to advance the sustainable development goals	International
	World Bank, a member of International Partnership on Religion and Sustainable Development that brings together more than 100 governmental and intergovernmental entities with diverse Civil Society Organizations and FBOs to engage within the context of the broader sustainable development goals	International
	World Bank's Steering Group of more than 60 diverse faith leaders to support the World Bank's goals	International

Local Government Examples

Two local government initiatives in California that may be of interest to Los Angeles County government focus on services to low-income and vulnerable populations:

- County of San Bernardino's Faith Advisory Council for Community Transformation (FACCT), a nonprofit organization
- County of San Diego website to share resources and virtual events, including with pre-approved FBOs and CBOs

Also of interest is New York City, Office of Faith-Based and Community Partnerships, which works with HOWs and FBOs to better use their real estate to provide more affordable housing. New York City's Department of Homeless Services mandates shelters through its Code Blue policy, based on weather temperatures. Many local governments, including Los Angeles County, partner with FBOs that have religious affiliations to deliver services to foster youth.

Los Angeles County Examples

Examples of FBO-governmental collaborations exist within County departments and are described in greater detail in Part A, including their target population, purpose, goals, years



initiated, areas served, stakeholders engaged, and funding. Table III-3 lists some of the existing collaboratives with County departments.

TABLE III-3: EXAMPLES OF FBO-COUNTY DEPARTMENT COLLABORATIONS

County Departments	FBO-Affiliated Collaborative
Chief Executive Office (CEO) and Los Angeles Homeless Services Authority (LAHSA)	1. Faith Collaborative to End Homelessness (FCEH)
Department of Children and Family Services (DCFS)	2. Los Angeles County Faith Collaborative (LACFC) 3. Faith-Based Networking Council Meeting 4. South Bay Faith Council (SBFC) 5. South County Faith Collaborative
Department of Health Services (DHS)	6. African American Infant and Maternal Mortality (AAIMM) Community Action Team 7. COVID-19 Testing Equity Collaborative 8. Homeless Coalition
Department of Mental Health (DMH)	9. Service Area Leadership Teams (SALT) 10. Health Neighborhoods 11. Faith-Based Advocacy Council (FBAC) 12. Community Engagement Unit
Department of Public Social Services (DPSS)	13. DPSS Community Engagement Virtual Meetings 14. DPSS Community Engagement with CBOs/FBOs 15. DPSS Community Engagement with CBOs/FBOs 16. Refugee Employment Acculturation Services-CCLA 17. World Refugee Day/ Refugee Inquires
Probation	18. Credible Messenger Program

These models can serve as building blocks for building stronger FBO partnerships.

State-Level Partnerships Services and Support

The governors of Florida, New York, and Texas (through a nonprofit organization called One Star Foundation) have established faith-based partnerships – some are advisory only, some include CBOs. The state-level partnerships focus on different aspects of working together:

- **Advising – Advisory Councils (AR, FL, NJ)**
- **Information Dissemination (AR, MI, OH, OK):** Websites to disseminate funding information
- **Promoting (AR, OH, OK, VA):** Websites about programs, events, and services
- **Convening and Coordinating (IN, AL, FL, NJ, VA):** Convene meetings between government officials and FBOs or HOWs
- **Technical Assistance (IN, OH, NJ, VA, TX):** Provide technical assistance workshops, training, and resources



Some states are involved in two or more aspects; others focus on only one. For example, Arkansas partnerships focus on advising, information dissemination, and promoting programs, events, and services. New Jersey advises, convenes and coordinates, and provides technical assistance. Michigan only disseminates information.

IV – Recommendations on Interfaith Collaboration Structure

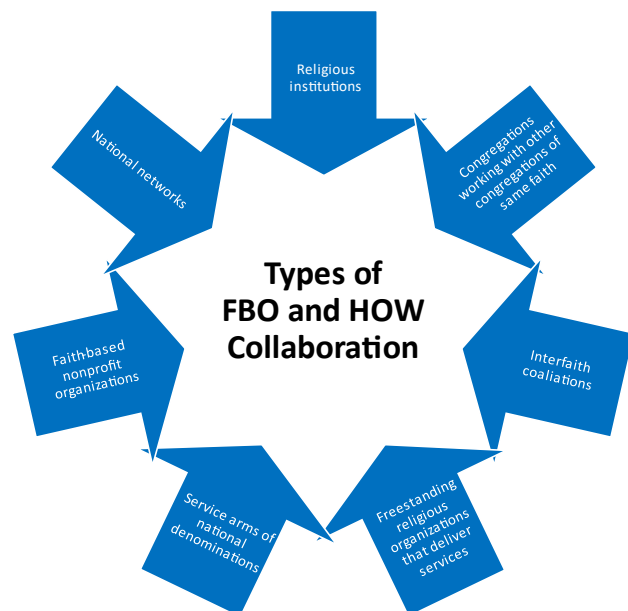
This chapter focuses on the countywide level of needed coordination with FBOs and HOWs.

Current Situation

Los Angeles County has more than 4,000 faith communities. There are thousands of faith-based partnerships across the nation and hundreds in Los Angeles County. Many focus on specific issues, such as poverty, immigrant rights, genocide prevention, community development, housing, income inequality, youth, foster children, or social justice, among others.

These partnerships typically involve different types of groupings:

- Religious institutions that deliver services and rely on partnering with their volunteers
- Congregations working with other congregations of the same faith
- Interfaith coalitions collaborating across different religious groups
- Freestanding religious organizations that deliver services (e.g., YMCA, YWCA)
- Service arms of national denominations (e.g., Catholic Charities, Lutheran Social Services)
- Nonprofit organizations with a faith-based mission and collaborate with FBOs and HOWs
- National networks, which include national denominations, their social service arms, and networks of related organizations



Sample FBO/HOW Coalitions Working with the County

There are many examples of FBO and FBO/HOW coalitions working with the County and other governmental agencies to meet specific needs; a few are:



Clergy Community Coalition (CCC) (City of Pasadena)

The Clergy Community Coalition (CCC) is committed to serving the people of Pasadena, whether during “...global pandemic, national racial unrest, housing and economic insecurity, and inequities in many social support systems.” Its initiatives cluster around education equity, public safety and policing, and housing justice CCC. It has an Executive Director and a Board.

Source: <https://clergycommunitycoalition.org/>

Los Angeles County Faith Alliance (LACFA)

Los Angeles County Faith Alliance (LACFA) is “...a network of interfaith communities united to serve Los Angeles County for the greatest impact.” LACFA is concerned about the current situation in Los Angeles County with “...ever increasing homelessness, poverty, numbers of children in foster care, mental health disorders, food insecurity, and incarceration.”

LACFA acknowledges that “...County departments recognize the critical role that we, as the faith community, play in serving individuals and families in need and are eager to work with us for solutions.” Among these County departments that are currently working with FBOs and HOWs are DCFS, DMH, Homeless Services, and alternatives to incarceration. LACFA believes that a more diverse and unified approach will result in greater and lasting impact.

Source: <https://www.lacfaithalliance.org> which contains a link to its foster care.

Los Angeles Regional Reentry Partnership (Countywide)

Formed 10 years ago, Los Angeles Regional Reentry Partnership (LARRP) is “...a network of public, community and faith-based agencies and advocates working together to ensure that our reentry system meets the needs of our agencies, communities, and the people we serve, both in terms of capacity and public policy.” LARRP is unique since it is the only countywide network that brings together nonprofit organizations, government, and advocates to meet the needs of “...millions of formerly incarcerated and convicted (FIC) Angelinos and build public will for greater equity in the criminal justice system.”

LARRP focuses on obtaining increased funding for “...housing, health, and social services for the FIC people and those who serve them.” LARRP has an Executive Director and Steering Committee who represent LARRP at “...numerous County bodies, including the Public Safety Realignment Team (AB109), Office of Diversion and Reentry Permanent Steering Committee, Public Safety Blue Ribbon Commission, Probation Community Advisory Committee, Mayors Office Employment Blue Ribbon Commission, LEAD Policy Team, and the CDCR Advisory Committee.”

Source: <https://www.lareentry.org>

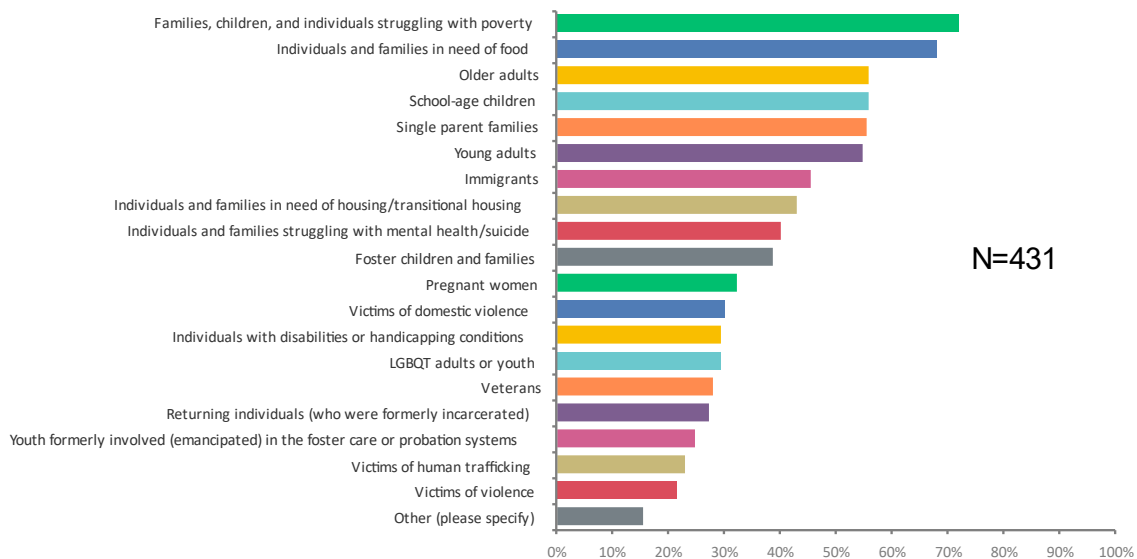
San Fernando Valley Interfaith Council (VIC)

San Fernando Valley Interfaith Council (VIC) administers a variety of services and programs for low-income individuals and families, and for adults 60 years and older, who are in the San Fernando Valley, including meals on wheels.

Underserved Individuals or Groups Served by FBOs/HOWs

Listening Session participants and survey respondents described the underserved individuals or groups that their organizations serve. Displayed in Figure IV-1 is the tabulation of these populations, ranked high-to-low, as reported by 431 survey respondents. They could check more than one population. Some populations overlap (e.g., older adults in need of food or victims of domestic violence in need of housing).

FIGURE IV-1: POPULATIONS SERVED BY SURVEY RESPONDENTS



The level of engagement and involvement with these different populations is impressive. In summarizing input, the percents include FBOs, HOWs, CBOs, and others (although 83% are FBOs or HOWs):

- **60% or more.** The underserved populations most frequently served were families, children, and individuals struggling with poverty (72%) and in need of food (68%).
- **50%-59%.** Between 55% and 56% served older adults, school-age children, single parent families, and young adults.
- **40%-49%.** Survey respondents served immigrants (45%), individuals and families in need of housing or transitional housing (43%), and individuals and families struggling with mental health or suicide (40%).
- **30-39%.** Survey respondents served foster children and families (39%), pregnant women (32%), or victims of domestic violence (30%).
- **Less than 30%.** Survey respondents also served individuals with disabilities or handicapping conditions (29%), LGBTQ adults or youth (29%), veterans (28%), returning individuals (who



were formerly incarcerated (27%), youth formerly involved (emancipated) in the foster care or probation systems (25%), victims of human trafficking (23%), or victims of violence (22%).

Their reach is significant, reaching tens of thousands of Angelenos. For example, Heart of Los Angeles serves 3,000 youth in Central and South-Central Los Angeles free of charge each year. God's Pantry feeds more than 125,000 families every year.

FBO/HOW Concerns

FBO/HOW leaders raised the following issues related to building a partnership or interfaith collaboration with each other or the County.

Building a True Partnership

The participants voiced a consistent theme that the County does not perceive the FBOs/HOWs as equal partners in working with underserved populations.

- ***Two-way communication is not prevalent.*** The County is perceived as *telling* FBOs/HOWs how FBOs/HOWs can support County efforts, but not *listening* to what the FBOs/HOWs are doing and what FBOs/HOWs see as needed.
- ***FBOs/HOWs are not engaged in the County's planning stages.*** The County does not include FBOs/HOWs in the early stages of planning responses and programs. The FBO/HOW community has a different "ground-level" perspective of what is needed and believes that better decisions could be made about the allocation of resources to serving the underserved.
- ***Individuals with lived experiences are not included when formulating programs for them.*** Those individuals and families served sometimes ask for the County "to not decide about me, without me" – a philosophy that must be honored to a greater degree.
- ***Individuals with lived experiences are important role models and liaisons for the County.*** FBO/HOW workers who share the lived experience of those individuals they serve can serve as a bridge to County services and offer a different view of how those services can best be modeled.
- ***The County's vendor-contractor relationships with FBOs/HOWs does not lend itself to forming true partnerships.*** FBO-County relationships that are based on vendor/contract administrator working relationships do not result in equal partnership models.

Collaboration within FBO/HOW Community

- FBOs/HOWs need to overcome doctrinal differences and work together, based on a common value of serving the underserved.

Respecting Separation of Church and State and Non-Discriminatory Policies

Concerns around the separation of church and state came up at multiple Listening Sessions and on the survey, regarding the first clause in the Bill of Rights, which states that "Congress shall



make no law respecting an establishment of religion.” FBOs/HOWs and others had different understandings of what is meant by church/state separation and implications for this initiative. Some contend that government cannot establish or give preference to a religion. Others felt the clause was meant to preserve religious freedom from governmental intrusion.

General Concerns about County-Led Structures

There was a broad consensus across the FBO/HOW community on several structural issues:

- A County-run structure would not be sufficient or helpful without a separate FBO/HOW structure.
- FBO/HOW leaders want to set up an interfaith collaboration first, before inviting non-faith CBOs, or governmental organizations to participate.
- FBO/HOW leaders believe they can set doctrinal differences aside in the interest in being more successful in serving those individuals and populations in need.
- FBO/HOW leaders want to focus first at the local level on local needs.

While FBOs/HOWs endorse and want to support such an independent organization, it has not been implemented largely because of the difficulty of convening and administratively supporting its establishment and ongoing operation.

Structural Options for FBO/HOW Partnership

The Listening Session participants helped to develop the most viable options. They discussed the pros and cons of different structures for forming partnerships to work with the County in addressing vulnerable populations’ needs.

This section focuses on the options considered for the FBO/HOW partnership. The next chapter identifies internal organizational options for the County to better coordinate with FBOs/HOWs.

FBO/HOW-Led or Hybrid Structures

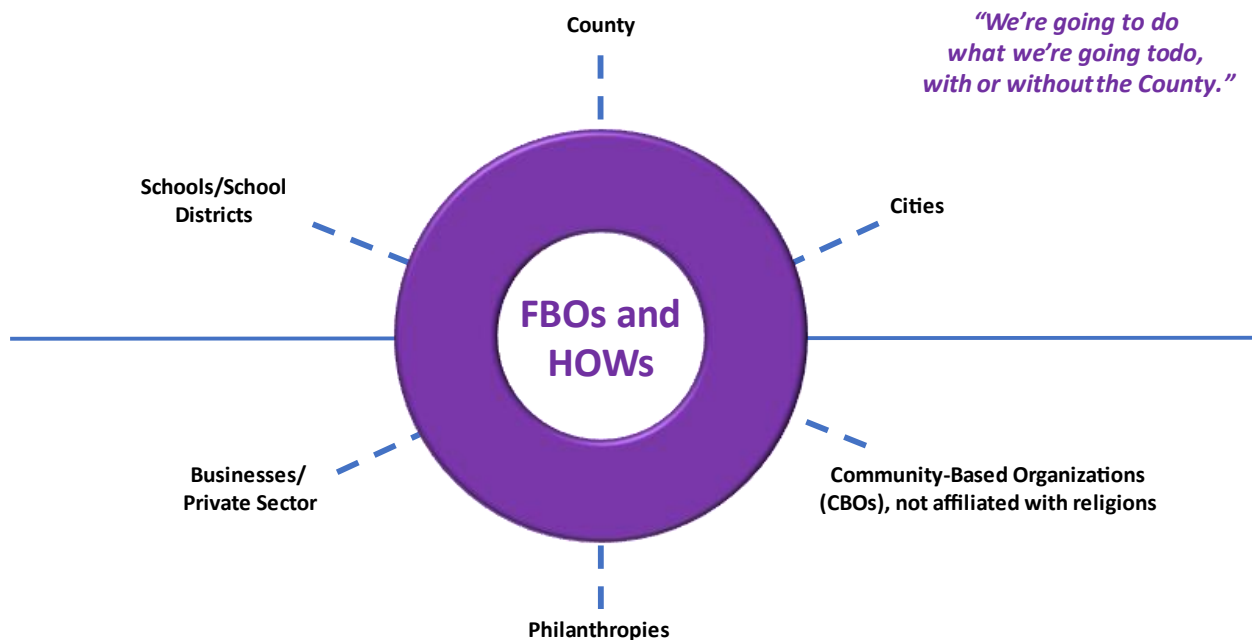
The consistent theme with the Listening Session and FBO/HOW survey was the desire to be independent and FBO/HOW led. The Listening Session attendees discussed FBO/HOW led or hybrid structures for the partnership, where FBOs/HOWs lead the discussions and decision-making process. FBO/HOW leaders expressed:

- A strong commitment that regardless of whatever the County decided to do, the FBOs/HOWs were going to continue to do what they have always done in serving those in need
- A strong desire to focus on FBOs/HOWs with possibly others as associate members so that the FBOs/HOWs could speak as one voice at the community, regional, SPA, or SD level
- A willingness to invite County and city agencies, CBOs, schools, and other community partners to participate.

- The importance that the structure mirror local communities
- The criticality that FBOs/HOWs put their theology aside, respect each other's religious beliefs, and work together to serve those in need
- The need for the bylaws to state that the organization is nondiscriminatory

Figure IV-2 displays a hybrid model which has the FBOs/HOWs in the center and the ability to invite other CBOs, government agencies, schools, businesses, philanthropy, and others as they deem appropriate. A theme repeated during the Listening Sessions was, "We're going to do what we're going to do, with or without the County."

FIGURE IV-2: HYBRID MODEL THAT IS FBO/HOW LED



Source: KH Consulting Group, 2023.

Survey respondents were asked what stakeholder groups should participate in the proposed FBO/HOW partnership; respondents could check more than one option. FBOs and CBOs were most frequently selected.

- **FBOs, CBOs, and individuals with lived experiences.** The survey participants saw the need to include both FBOs (86%) and CBOs (88%), followed by individuals with lived experiences who represent those being served (e.g., parents, youth) (74%).
- **Government, community members, local businesses, and philanthropy.** The next cluster involved city departments (67%), community members (65%), County departments (57%), local businesses (53%), and philanthropy (53%).



- ***Schools, universities, and elected officials.*** Schools and universities (45%) and elected officials (40%) were identified but have a lower priority.

Interfaith Organizations in Greater Los Angeles County

One structural option is the formation of a formal coalition of the network of interfaith organizations. Los Angeles County has many faith-based, ecumenical, and interfaith organizations that partner with each other and philanthropy;² for example:

- | | |
|---|---|
| ▪ Antelope Valley Interfaith Council | ▪ One LA-IAF* |
| ▪ Clergy and Laity United for Economic Justice (CLUE) | ▪ Regional Interfaith Organizations |
| ▪ Culver City Area Interfaith Alliance | ▪ San Fernando Valley Interfaith Council |
| ▪ Ecumenical Council of Pasadena | ▪ South Coast Interfaith Council* |
| ▪ Greater Huntington Beach Interfaith Council | ▪ Southern California Committee for the Parliament of the World's Religions |
| ▪ Guibord Center – Religion Inside Out | ▪ Southern California Ecumenical Council (interdenominational Christian) |
| ▪ Interfaith Communities United for Justice and Peace | ▪ Spiritual and Religious Alliance for Hope (SARAH) |
| ▪ Interfaith Solidarity Network* | ▪ Unity and Diversity World Council |
| ▪ Interreligious Council of Southern California* | ▪ University Religious Conference at UCLA |
| ▪ L.A. Faith Coalition | ▪ Whittier Area Interfaith Council (WAIC) |
| ▪ Los Angeles Council of Religious Leaders (LACRL)* | ▪ Wilshire Center Interfaith Council |

Note: The coalitions with asterisks (*) are described in greater detail in Part A of this report. This list is not exhaustive and does not include secular CBOs with FBO initiatives (e.g., the San Pedro Chamber of Commerce's San Pedro Faith Consortium).

There was also a desire among FBO/HOW leaders in regions that lacked such coalitions to learn from established interfaith coalitions so that they might build one in their locality.

Informal Network of Existing Interfaith FBO/HOW Coalitions

A less formal structure would be the formation of a network of existing FBO/HOW collaboratives and coalitions to share information and resources.

FBO/HOW-Only Nonprofit Organization (501(c)(3))

Any of the proposed FBO/HOW led or hybrid options could become a 501(c)(3) entity. Implementation of such a nonprofit organization will take time and funding to accomplish and sustain itself. An FBO/HOW-only nonprofit organization might build on the existing interfaith coalition networks as a starting point.

² The University of Southern California (USC), Dornsife's Center for Religion and Civic Culture (CRCC), provides useful background information: <https://crcc.usc.edu/topic/faith-based-organizations>, an extensive list of area FBOs, and a map that plots FBOs: <https://crcc.usc.edu/resource-database>



Philanthropic Agency Coordination

As part of this project, philanthropic organizations completed a survey about their grants. These organizations included:

- Carrie Estelle Doheny Foundation
- Jewish Community Foundation of Los Angeles
- Specialty Family Foundation
- The Ralph M. Parsons Foundation
- William H. Tilley Family Foundation

Three of these foundations have partnered with the County.

Funding levels ranged from under \$100,000 to \$2 million or more per year. All currently award grants to FBOs. Four of the philanthropic organization have focused on specific denominations or faiths (e.g., Catholic or Jewish).

Support is provided for multiple purposes, including general operating, capital grants, and program/project grants. Funding is also awarded for a variety of purposes, related to their organizations' priorities, such as:

- At-risk, isolated older adults
- At-risk, isolated youth
- Low-income families
- Individuals and families at risk of homelessness
- Veterans
- Immigrants

The philanthropic organizations indicated a preference to focus funding on service delivery as contrasted with evangelical elements of FBOs.

County-Led Structure – County Commission

Los Angeles County currently has more than 200 bodies that the Board of Supervisors make appointments to. Of these legislative bodies, the Executive Office of the Board of Supervisors has direct oversight of 34 commissions, committees, and boards. The other legislative bodies are generally under the purview of various County departments or outside agencies.

FBO/HOW leaders discussed the pros and cons of a County commission or advisory body that would:

- Address issues and disseminate information
- Escalate issues or decisions that they want to dispute

There were shared concerns that such County-led commissions can also get caught up in the bureaucracy and become less action-oriented. Moreover, the County's ongoing administrative support in agenda setting, convening, rules, etc. will reduce the commission's independence.

The organizational placement of a County-led commission was not widely discussed.



Assessment of Options

FBO/HOW Preferences

Overall, 303 survey respondents ranked the options for the FBO/HOW-County partnership structure that emerged from the Listening Sessions.

- The highest ranked option was an independent nonprofit (501(c)(3)) – ranked among the top 2 by 65% of the respondents. The County of San Bernardino has the FACCT, a nonprofit organization.
- The next ranked option was local hubs or informal coalitions that are led by FBOs – ranked among the top 2 by 57% of the respondents.
- The lowest ranked option was a County-convened advisory commission – ranked among the top 2 by 29% of the respondents.

Based on FBEW input, KH added another option – philanthropic agency coordination. All options might build on existing interfaith coalition networks as starting points.

Option Ratings

KH arrayed the options and assessed them, on the basis of this input and compared to the current situation, in Table IV-1.

TABLE IV-1: ASSESSMENT OF OPTIONS' BENEFITS
(SORTED HIGH-TO-LOW: THE HIGHER THE SCORE THE BETTER)

Options Compared to Current Situation	Beneficial to County	Beneficial to FBOs/HOWs	Embraced by FBOs/HOWs	Beneficial to Those Served	Rating
Current situation	2.0	2.0	2.0	2.0	8.0
Options:					
1-Philanthropic agency coordination	4.0	4.0	4.0	4.0	16.0
2-A countywide interfaith coalition (non-governmental)	4.0	4.0	4.0	4.0	16.0
3-FBO/HOW-only nonprofit	3.0	3.0	4.0	3.0	13.0
4-FBO/HOW-led informal local hubs or network of interfaith coalitions	3.0	3.0	3.0	3.5	12.5
5-County commission	2.5	2.0	2.0	1.5	8.0

Scale: 4 = Significantly better than the current situation
 3 = Better than the current situation
 2 = Similar to the current situation
 1 = Not as good as the current situation

Two options stand out:

- Philanthropic agency coordination is considered attractive – both by the County and FBOs/HOWs.
- A countywide interfaith coalition – separate from County government – is also preferred.

FBO/HOW leaders regard County commissions as not being action oriented. In addition, an FBO/HOW-only nonprofit organization is preferred to a County-led commission and could be done in combination with the formation of an independent interfaith coalition. The informal FBO/HOW-led informal network of interfaith coalitions was regarded as a possibility, although it may be hard to sustain, as discussed next.

Table IV-2 is the next assessment of the options, focusing on implementation and sustainability. Each option will require investment of time and resources beyond the current situation, so this assessment compares the options with each other versus the current situation. Although easiest to set up, a County-led commission was eliminated from the options because of the consistent concerns that such a commission would be just a token gesture.

TABLE IV-2: ASSESSMENT OF OPTIONS' IMPLEMENTATION CONSIDERATIONS
(SORTED HIGH-TO-LOW: THE HIGHER THE SCORE THE BETTER)

Options	Ease of Implementation	Cost-Effective	Length of Time to Start	Sustainability	Rating
1-Philanthropic agency coordination	3.0 Need to find a funder	4.0	3.5	3.0	13.5
2-A countywide interfaith coalition (non-governmental)	3.0	3.5	3.5	2.0 Need staff and funds	12.0
3-FBO/HOW-only nonprofit organization	2.0	3.0	3.0 Takes time to establish	2.0 Need staff and funds	10.0
4- FBO/HOW-led informal local hubs or network of interfaith coalitions	3.5	3.0	2.0	1.0 Informal	9.5

Scale: 4 = Least challenging to implement
3 = Somewhat challenging to implement
2 = Challenging to implement
1 = Extremely challenging to implement

All options require staff and funding to sustain them. Again, philanthropic agency coordination is considered the easiest course for implementation and sustainability, followed by an independent interfaith coalition. Setting up an FBO/HOW-only nonprofit organization will take more time and could become an option for the independent interfaith coalition. An FBO/HOW



network of interfaith hubs or coalitions would be the hardest to sustain because of its informal nature.

Recommendations

All options are better for the County, FBOs/HOWs, and those served than the current situation. Each option has its pros and cons, particularly in terms of ease of implementation. Moreover, some of the options overlap. FBO/HOW-led options will likely require seed funding from philanthropy or other private funding streams.

Regardless of the model adopted, there are multiple benefits for the FBOs/HOWs:

- Speaking with one voice to the County about local efforts
- Educating FBO/HOW members about the County (organization, role, services, etc.)
- Coordinating among faiths to work together to address gaps in services needed at the local level and avoid unnecessary duplication of services (e.g., serve as a coalition to deliver services to the homeless)

As discussed later in Chapter IV and Chapter V recommendations, the adopted model can also help to:

- Coordinate the provision of data to a database about services provided, events, programs, etc.
- Share successes and best practices

The desire for independence from the County limits how much the County can do to support the establishment of an FBO/HOW-led structure. Absent philanthropic staffing and support, true independence from the County will be difficult to achieve. In the face of demands from non-faith organizations for equal access, the County may be hampered in its ability to establish an interfaith organization whose purpose is to influence County policies on FBO/HOW and vulnerable population issues.

Recommendation IV.1: The County should encourage the convening of an independent network of interfaith coalitions as a building block for establishing more formal working relationships.

Survey respondents are interested in increasing collaboration among different faiths and HOWs (56%), including incentives for collaboration across CBOs/FBOs/HOWs (45%).

In the short term, the County might encourage existing interfaith coalitions to begin to network with each other. As discussed in the next recommendation, philanthropy or other private resources might provide the seed money for initial convening so the interfaith coalitions can get to know each other, what they do, and how they might collaborate and support each other.



An outgrowth of this initial convening could be a formalized organization. For purposes of this report, such an organization is referred to as the Interfaith & Religious Partnership (I&RP) (if and once constituted, it can opt for a different name). The I&RP will require:

- Developing criteria for eligibility in the organization
- Defining and prioritizing what the organization intends to accomplish
- Soliciting interest in membership
- Ensuring true interfaith participation
- Developing agreements about meetings, decision-making processes, and values
- Preparing agendas for and minutes of the meetings
- Managing the local-, regional-, and county-level tension in resource decision-making
- Managing how different population needs are addressed, given the local differences in need
- Incorporating the “voices” of those being served
- Soliciting funding and/or staff for the organization

Once initiated, the I&RP can explore the need for and timing to become a nonprofit organization.

Recommendation IV.2: The County’s Center for Strategic Partnerships (CSP) should explore seed funding.

Launched in 2016, the [CSP](#) “...helps the County and philanthropy partner more effectively to transform systems, promote equity, and improve the lives of children and families.” The CSP focuses on supporting cross-sector initiatives and collaboration.

The CSP is a “first-of-its kind venture” in Los Angeles County and is housed at both the County’s CEO and Southern California Grantmakers. In total, 11 County departments and more than 20 foundations fund its activities. It is budgeted for a staff of 3, works with 4 strategic liaisons from County departments, and retains 7 consultants.

Seed Funding

As a starting point, the CSP can explore obtaining seed funding to start either a network of interfaith coalitions or a formal I&RP. The CSP can convene potentially interested philanthropies and facilitate a discussion of whether and how an effective FBO/HOW collaborative would further the priorities of the participating philanthropies.

SOME FBO LEADERS SHARED THAT THE TERM “FAITH” MAY EXCLUDE SOME RELIGIONS. THE ONLY OPTION SUGGESTED WAS RELIGION.

The CSP can encourage the philanthropic entities most interested in FBO/HOW social programs to collaborate in supporting the creation of a backbone to help establish the I&RP structure. In addition to the CSP, there other philanthropic organizations that might be willing to spearhead this initiative, such as the [Nonprofit Sustainability Initiative \(NSI\)](#). NSI is an LA-based fund



supported by 20 foundations and fiscally sponsored by the California Community Foundation. It has invested in transformative initiatives, including six African American Churches in South Los Angeles.

If an existing philanthropy were to take on this initiative, it would reduce the need to form a non-profit organization for the I&RP. Engagement of philanthropy (One Star Foundation) is the model used in the State of Texas.

Philanthropic Support for Specific Vulnerable Population Issues

Los Angeles County has examples of partnerships with philanthropy to address specific social issues:

- The [Food Equity Roundtable](#), which is co-led by the County and local philanthropic partners, as a coalition of cross-sector organizations focused on addressing inequities in food systems for the most vulnerable in the region.
- Faith in Motion and [Communities in Motion](#), which is currently working with DCFS and the CSP to expand and strengthen the faith community in supporting foster youth and families.
- In 2020, the California Health Care Foundation funded a feasibility study, involving outreach to FBO/HOW leaders, CBOs, and health plans and partners. The Alameda County Care Alliance hosted the Los Angeles Faith and Health Consortium in 2021 and convened African American Pastors, other faith leaders, and regional health professionals to discuss if the Los Angeles County region would benefit from an advanced illness care program.

Therefore, some philanthropic organizations may not want to fund the I&RP but may be willing to support initiatives around specific social issues, such as food inequities, formerly incarcerated individuals, or domestic violence. More examples are displayed in Figure IV-3.

FIGURE IV-3: FOCUS ON SPECIFIC ISSUES THAT PHILANTHROPY MAY SUPPORT



There may be opportunities for public funding for specific initiatives. For example, First 5 LA funds the [Los Angeles County Perinatal and Early Childhood Home Visitation Consortium](#). The Consortium consists of a network of about 50 perinatal and early childhood home visitation programs, maternal and child health organizations, advocacy groups, and stakeholders. The Department of Public Health (DPH) is among the partners in the “Help Me Grow LA” initiative.

Recommendation IV.3: The County should lend staff support and liaisons to serve as departmental interfaces with the FBO/HOW-led option adopted.

Once the interfaith coalition network or I&RP is established, the County can offer support or liaison staff knowledgeable about issue-related service needs within the structure. In the absence of philanthropic support, the County can act as a convener of FBOs/HOWs interested in furthering this work. The County could assist with:

- Convening interfaith organizations, such as those organizations listed in this report, among others
- Working with those organizations interested to establish an umbrella organization
- Issuing a call for FBOs/HOWs of all faiths that may be interested in supporting such a structure to convene, coordinate an initial meeting or meetings, and hand-off ongoing work as soon as an initial plan is in place

Recommendation IV.4: The countywide Interfaith & Religious Partnership should build on the FBEW's values in its Charter.

In developing the FBEW Charter for this project, FBEW members outlined their values for working together. These values can serve as a foundation for the I&RP to build on:

We are accountable to those we serve and to the community, so we will support, encourage, and demonstrate:

Inclusiveness

We will engage a broad representation of faiths and cultures, in our collective commitment to putting first the best interests of those who need to be served. Within FBEW, we will be collaborative and intentional, and practice with one another and the broader community:

- Active listening
- Active, honest participation
- Humble recognition of the value of diverse voices in discussions and decisions
- Mutual respect
- Compassion and empathy

Action Orientation

We recognize that our work must result in action-oriented decision-making that reflects the lived expertise of those we serve and will lead to the assignment of resources to programs that show measurable improvements in their lives.

In addition, the I&RP should think through the important factors for a true partnership. Survey respondents identified some as starting points (they could select more than one option), outlined next.

Accountability and Transparency

Accountability and transparency ranked the highest (73%) in establishing a true partnership. Accountability involved focusing on established goals, action, and outcomes. Accountability and transparency pertained to the use of public funds. Other survey respondents thought the County should:

- Audit and provide oversight to ensure that public funds are not spent on proselytizing or recruiting HOW members
- Inform FBOs/HOWs up-front that funds must be fully refunded for violations
- Debar FBO/HOW organizations for multiple violations

Outreach and Inclusion

The I&RP should reach out to all religions – Christian and non-Christian alike – to identify their special needs and solicit diverse ideas.



Understanding What FBOs/HOWs and County Departments Do

There was also an identified need to understand each other's services, collaborative opportunities, and successes (68%).

Building on Shared Values and Relationships

Respondents identified the importance of respecting each other's doctrines and focus on shared values to improve the lives of the underserved populations (67%); viewing each other as equals, as contrasted with the County seeing itself as the decision-maker about the relationship (62%); and building long-term relationships to make a difference in their communities – and close the gaps (60%).

Action Oriented

The survey respondents wanted the partnership to be action oriented (64%).

County Seeking FBO/HOW Input

Survey respondents wanted to ensure the County sought out FBO/HOW input before making decisions that affect them (59%).

Recommendation IV.5: The Interfaith & Religious Partnership (or adopted entity) needs a strategy for advising on governmental matters, regional coordination and knowledge sharing, and local-level action.

Regardless of what structure the I&RP adopts, it needs a strategy to provide advice regarding County governmental policies and programs, regional coordination, and resource sharing and development of initiatives to address local needs.

Most of the governmental-FBO collaboratives – at national, state, and local levels – focus on specific issues facing vulnerable populations. The County and FBO/HOW services to low-income and vulnerable populations are vast and specific. The services needed vary based on populations served and geographic area. For example, people at risk of being houseless may also need food and health care. The programmatic needs and delivery mechanisms differ in Antelope Valley versus South Los Angeles.

Sensitivity to Different Populations' Needs

Overall, 70% of the existing County departments have collaboratives with FBOs to serve people of color (70%). The majority of these collaboratives serve low-income families and people experiencing/at-risk of homelessness (75% each), followed by at-risk youth (65%), families involved in the child welfare system (60%), individuals involved in the justice system (55%), and at-risk/isolated older adults (50%).

Sensitivity to Geographic and Community Differences

The FBO/HOW leaders also voiced the importance of understanding the differences at the local level, given the county's diverse populations and communities. In 2011, because of the size of Los Angeles County (4,300 square miles), County government divided the landscape into 8 geographic areas, primarily for planning, statistical tracking, and providing health and social services targeted to the specific needs of the residents in these different areas. These SPAs were:

1. Antelope Valley
2. San Fernando Valley
3. San Gabriel Valley
4. Metro L.A.
5. West L.A.
6. South L.A.
7. East L.A.
8. South Bay & Harbor

The County officially abandoned the SPA Council model, although the SPA geographic boundaries are still being used by some County departments to plan for, provide services, and collect related data.

Matrix Structure

The County departments and FBOs/HOWs serve specific populations in need of specific services. Some populations may need one or more services. Needs vary by region. Figure IV-4 is a simplified matrix that lists:

- On the left: services needed or offered
- Across the bottom: populations served
- In the boxes: by community or geographic region, the combination of populations served or in need and the services offered or needed

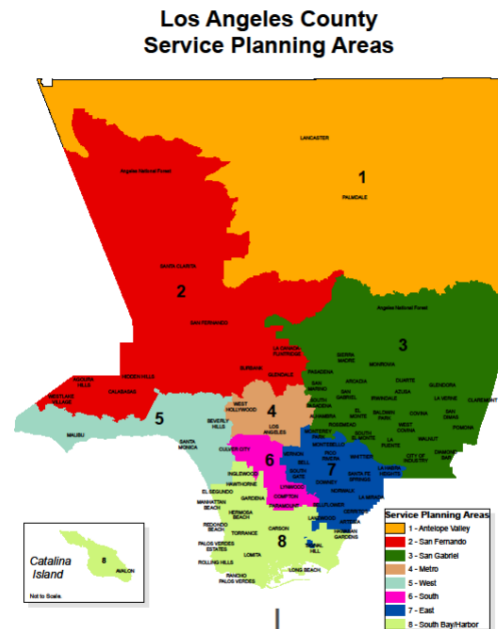
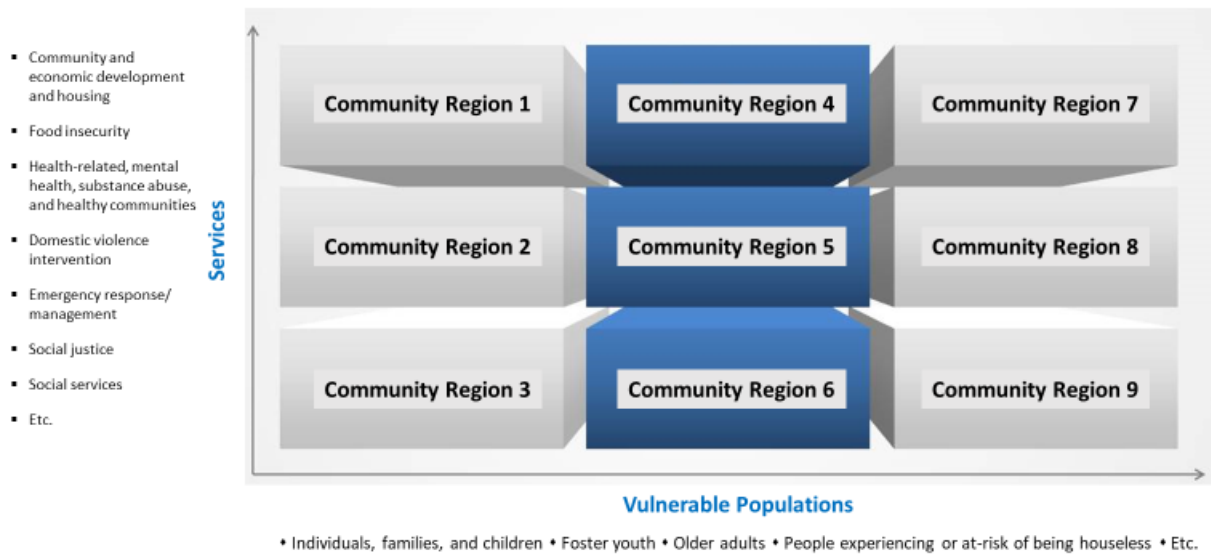


FIGURE IV-4: SAMPLE MATRIX MODEL – GEOGRAPHY, BY POPULATIONS SERVED, BY SERVICES OFFERED

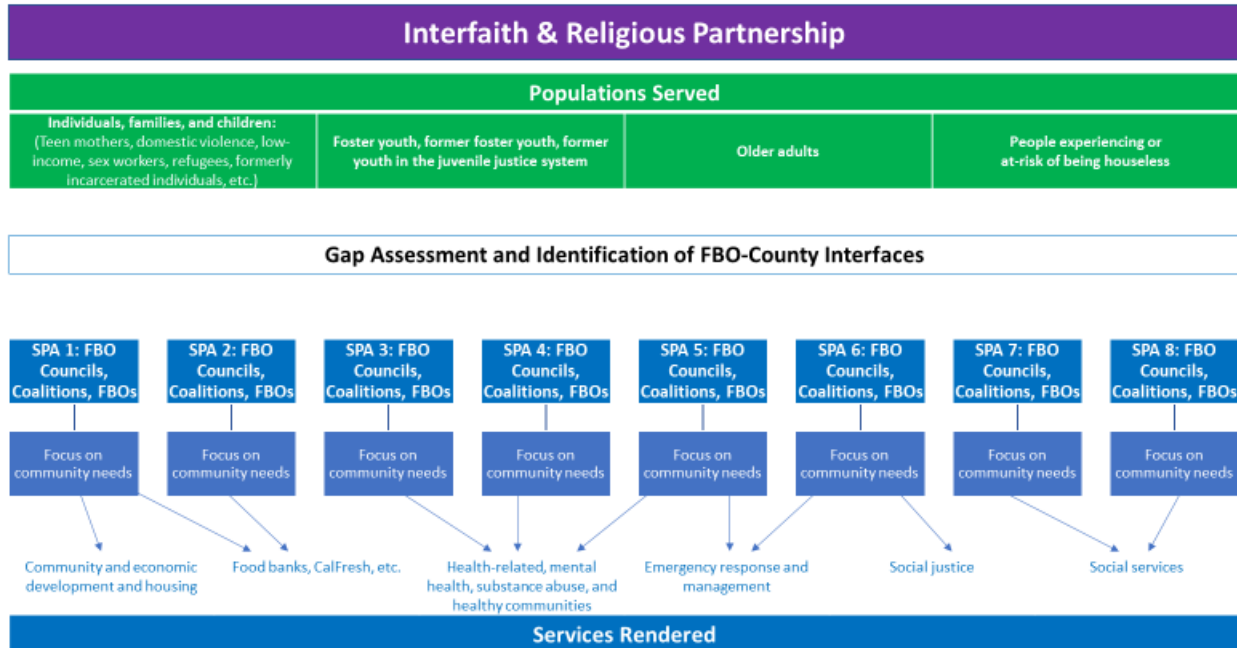


Source: KH Consulting Group, 2023.

The I&RP (or whatever other option is adopted) could identify patterns in terms of populations served and services rendered or needed, by community or geographic region. These finer patterns can then be rolled up to the regional and countywide levels for further analysis of what is happening.

Figure IV-5 displays the complexity and provides another framework for such a matrix structure. Such an approach can help to identify gaps and interfaces across services, populations, and regions.

FIGURE IV-5: FRAMEWORK FOR A MATRIX STRUCTURE FOR THE INTERFAITH & RELIGIOUS PARTNERSHIP



Source: KH Consulting Group, 2023.

Recommendation IV.6: The County should revisit a geographic model to identify and address the needs of underserved populations at a local level.

The County benefits from a geographic model to identify and address the needs of underserved populations at a local level. Although the County abandoned the SPA Council model, the County still has the need for:

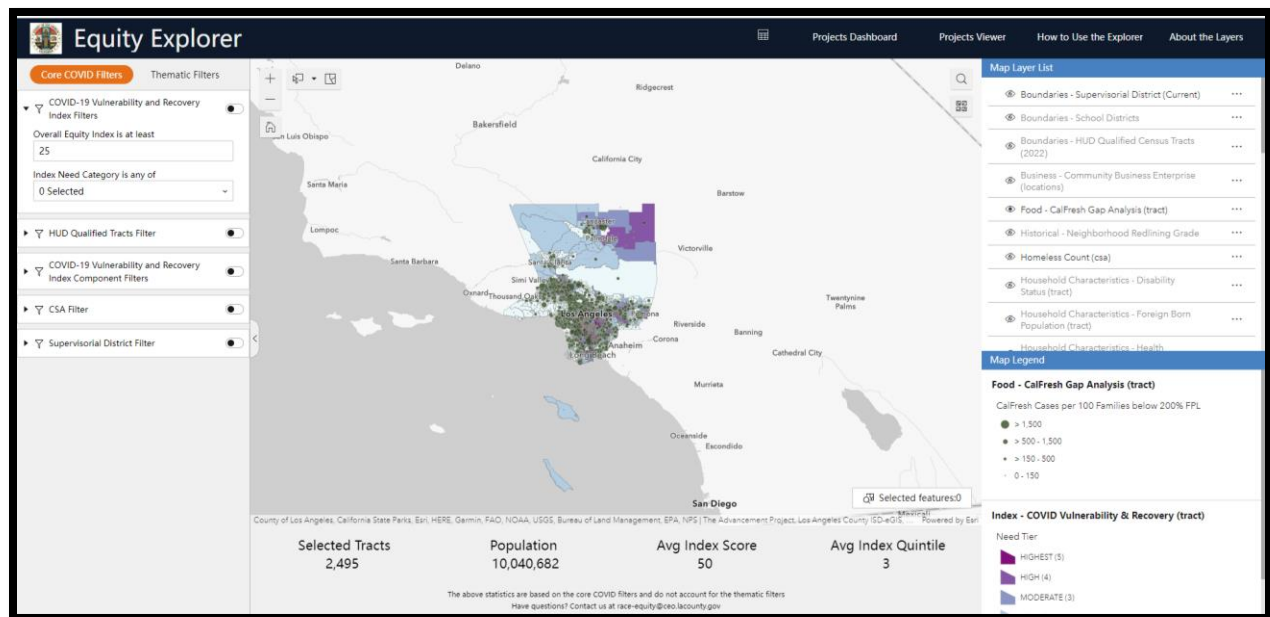
- Planning
- Tracking statistics
- Providing health and social services targeting the specific needs of different geographic areas
- Coordinating services across involved County departments within a region to maximize their collective impact, particularly when two or more County departments work with the same individual or family

Moreover, some County departments and regions within Los Angeles County continue to use the SPA boundaries. For example, of the 18 County departmental FBO initiatives surveyed, most (75%) are countywide collaboratives; 16 (80%) of the FBO-Los Angeles County collaboratives serve all 8 SPAs with SPA 8 with 4 collaboratives and SPA 1 with three collaboratives having the most.

FBOs/HOWs and CBOs alike see the need for such County departmental coordination, based on community geographic location. This need is consistent with their emphasis on action at the local level. Many FBO/HOW leaders familiar with the SPAs continue to refer to them as their geographic context. Other FBO/HOW leaders pointed out that the SPAs are too big. Therefore, they advocated for further refinement and delineation of the communities within the SPAs or SDs, again, given the diverse community needs in any given geographic area.

The County also [Equity Explorer](#), a web-based tool that allow users to access summary statistics, using economic, health, environmental, education, demographic, and justice filters, for geographic localities down to the census tract level. The County is adding more datasets but currently has many relevant datasets (e.g., household characteristics (poverty, income, disability, lack of Internet access, health (uninsured population), limited English); child welfare; crime; justice equity need; tenant vulnerability; COVID vulnerability; healthy places; homeless count; etc.). Once a user applies the filters, the Equity Explorer generates GIS maps that visualize the selected datasets, making it easier for users to identify community needs, by geographic location. As an example, Figure IV-6 pertains to food insecurity and displays a “CalFresh Gap Analysis;” users could refine the map further to pinpoint their local communities’ food needs.

FIGURE IV-6: EXAMPLE OF THE COUNTY’S EQUITY EXPLORER TOOL



V – Recommendations for Better County Internal Coordination

Current Situation

County departments responded to an online survey and provided information regarding 18 FBO-affiliated programs they have or have had in the last five years. Of the collaboratives described, 85% of them still exist.

County-FBO Collaboratives

Most of the collaborations were started by either the County (30%) or both the County and FBOs (30%). The primary reasons for forming a collaborative were:

- The County had resources that could be distributed through FBOs (75%).
- FBOs had resources needed by shared clients OR constituents (e.g., individuals, families, etc.) (60%).
- FBOs could support a program of the department (65%).

FBO Affiliations Based on Population Needs

Similar to the earlier examples, the County's FBO affiliations tend to be department specific, focusing on specific populations' needs, as shown in Table V-1.

TABLE V-1: FBO COLLABORATION WITH LOS ANGELES COUNTY DEPARTMENTS

Issue	FBO Collaborations with Los Angeles County Departments
Individuals, Families, and Children	
People experiencing or at-risk of being houseless	<ul style="list-style-type: none"> ▪ CEO Homeless Initiative with Department of Health Services (DHS) and LAHSA forming a Faith Collaborative to End Homelessness (FCEH) ▪ DCFS, Faith-Based Networking Council Meeting ▪ DPH, African American Infant and Maternal Mortality (AAIMM) Action Team
Foster youth	<ul style="list-style-type: none"> ▪ DCFS, Los Angeles County Faith Collaborative (LACFC)
Children, youth, and families	<ul style="list-style-type: none"> ▪ DCFS, Faith-Based Networking Council (FBNC) Meeting
Older adults	<ul style="list-style-type: none"> ▪ DCFS, South Bay Faith Council (SBFC)
Services to low-income and vulnerable populations	<ul style="list-style-type: none"> ▪ DHS, AAIMM Community Action Team ▪ DHS, Service Area Leadership Teams (SALT) ▪ DCFS, FBNC Meeting ▪ DCFS, LACFC ▪ DCFS, SBFC



Issue	FBO Collaborations with Los Angeles County Departments
	<ul style="list-style-type: none">▪ Department of Public Social Services (DPSS), Community Engagement Unit▪ DPSS, Community Engagement Virtual Meetings▪ DPSS, Community Engagement with CBOs/FBOs▪ DPSS, Refugee Employment Acculturation Services-CCLA▪ DPSS, World Refugee Day/ Refugee Inquires
Health-Related and Healthy Communities	
Health care	<ul style="list-style-type: none">▪ DHS, COVID-19 Testing Equity Collaborative
Mental health and substance abuse	<ul style="list-style-type: none">▪ Department of Mental Health (DMH), Health Neighborhoods▪ DMH, Faith-Based Advocacy Council (FBAC)
Social Justice	
Social justice	<ul style="list-style-type: none">▪ Los Angeles County DCFS and LACFC▪ Los Angeles County DHS, COVID-19 Testing Equity Collaborative▪ Los Angeles County Probation Department, Credible Messenger Program

Meeting Formats

The approach used the majority of the time (60%) involved FBOs and County departments serving as co-chairs, followed by the County departments serving as the chairs (30%). Most FBO-Department partnerships meet/met monthly (55%), although 25% meet/met more than once per month.

When asked what key members are/were missing from the collaborative efforts, philanthropy (40%) and private business (35%) were cited most often. Overall, 25% felt no key members were missing.

Effectiveness, Replication, and Sustainability

The majority of the County departments (70%) report that the collaboration has been highly effective in achieving its goals.

When asked if the collaborative approach used in the County department could be easily duplicated across the County, 75% indicated it could be replicated. The other collaborative approaches were more specific and, thus, not as readily able to replicate.

In contrast, when asked if the collaboration could be sustained over a long time with minimal effort, only 35% agreed or agreed fully. More than one-third (35%) of the County departments were unsure and another one-third (30%) were less optimistic.

Funding Challenges

Overall, 55% of the County departments provided some funding to the collaboratives. Of the 11 collaboratives receiving funding, 64% were directly funded by County departments, followed by 18% funded indirectly through a third-party, 9% through the State of California Department of



Public Health, and 9% from other sources. In most of the collaborations, the County provided in-kind resources 55% of the time.

The primary challenges cited regarding sustainability of the collaborative were in the areas of funding and non-funded requirements:

- Lack of long-term funding
- Soliciting process affected funding
- Funding fluctuations that do not match needs of population addressed
- Lack of dedicated FBO staff in County departments
- Keeping FBOs participating with no tangible incentives to offer them

County departments cited specific needs for:

- Resources
- Multi-year funding
- Funding for capital, program, and capacity building
- Consultant support
- Assigned departmental staff or liaisons with FBOs to establish and maintain FBO relationships

The needs of those populations being served require County resources. County departments are less optimistic (40%) that they have enough Countywide resources to support the collaboratives' target populations. Another 35% feel they require more resources.

County Departmental Needs

County departments identified other challenges that are consistent with what the FBOs identified for forming and sustaining such partnerships:

- Collaboration across the county is difficult, given the county's size and ability to scale up and collaborate within and outside of County government.
- The County requires a culture shift to better understand FBOs, including teamwork training for both County staff and FBOs and departmental capacity building.
- The County needs to do a better job in reaching CBOs and FBOs in the county. Given the diverse faiths and ethnicities, such outreach is challenging because there's no central locus for information. The current approach is ad hoc.

Benefits

County departments see the benefit of improved connection, coordination, and information sharing with FBOs. Given the geographic reach of FBOs and the importance of local presence, such partnership would enable the County to deliver services through more locations, serve more individuals, offer more housing, and deliver a greater variety of projects to different populations.



FBO/HOW Concerns

Fragmented Outreach Approach

The FBOs/HOWs raised specific concerns about the County's efforts involving outreach, coordination, and communications:

- County outreach is not coordinated across departments or within departments when there are two or more FBO/HOW-affiliated initiatives.
- The requests of FBOs/HOWs can be overwhelming and costly to manage. This situation can lead to a belief that the County does not respect FBO/HOW priorities, time, and needs.

FBO/HOW leaders desired either a County individual or team to:

- Direct or make direct handoffs from FBOs/HOWs to the correct County department or unit to respond to their questions or needs
- Inform departments of relevant FBO/HOW programs and information at the community, region, SPA, or SD level, arguing that a centralized model is not enough
- Educate them about the services available within the County, including contacts

Information and Gap Analysis

- Survey respondents indicated that, given the county's size, it is hard to know who to reach out to for information (57%).
- At the local level (as well as the regional and countywide levels), FBOs/HOWs need accurate, timely information that can be accessed about:
 - Inventory of services currently being offered by County departments, FBOs, HOWs, and CBOs, including contact information and service levels
 - Level of needs and unmet needs
 - Help available
 - Calendar of events
- Listening Session attendees would like an enhanced 211 LA service as a technical backbone to meeting their underserved populations' needs.

Training Regarding County Services and In Service Delivery

FBO/HOW attendees identified the need for training in a number of areas, including:

- How the County is structured and what services and resources are offered by County departments
- How to access County services (whom to contact when in need of information or services)
- How to build skills in delivering direct services to individuals and build connections with the County for such needs as:



- People in crisis (e.g., first aid for individuals with mental health problems or domestic violence)
- Youth
- Housing rights
- Outreach

Structural Options for Los Angeles County Government

The County must organize itself to effectively collaborate with and serve as a counterpart to the I&RP.

FBO/HOW Preferences

When asked to rank structural options, 50% of the survey respondents identified the need for a County office or team as one of the top options. A County advisory commission was discussed and assessed as the least preferred option in the prior Chapter IV and, thus, is not considered as an option here. Therefore, two options were considered for improving internal coordination within the County:

1. A County Interfaith Office assigned to a central County department.
2. An assigned County team that could be made up of representatives from the various departments with FBO partnerships, many of which already have a community- or a regional-based presence
3. A Community Engagement Office to support CBOs, FBOs, and HOWs alike

Assessment of Options

KH arrayed the options and assessed them compared to the current situation in Table V-2.

TABLE V-2: ASSESSMENT OF OPTIONS' BENEFITS
(SORTED HIGH-TO-LOW: THE HIGHER THE SCORE THE BETTER)

Options Compared to Current Situation	Beneficial to County	Beneficial to/Embraced by FBOs/HOWs	Beneficial to/Embraced by CBOs	Beneficial to Those Served	Rating
Current situation	2.0	2.0	2.0	2.0	8.0
Options:					
1-County Interfaith Office	3.5	4.0	2.0	3.5	13.0
2-County team	3.0	3.0	2.0	3.0	11.0
3-Community Engagement Office	4.0	3.5	4.0	4.0	15.5

Scale: 4 = Significantly better than the current situation
3 = Better than the current situation
2 = Similar to the current situation
1 = Not as good as the current situation



Option 1 – A County Interfaith Office. A County Interfaith Office is the preferred option for FBOs/HOWs but does not benefit CBOs. Examples of such offices in government are:

- New York City, Office of Faith-Based and Community Partnerships
- The White House Office of Faith-Based and Neighborhood Partnerships, established by President Barack Obama
- Federal Emergency Management Agency, Center for Faith-Based and Neighborhood Partnerships Resources
- U.S. Department of Homeland Security, Center for Faith-Based and Neighborhood Partnership

Option 2 – A team of County representatives. A team comprised of representatives of County departments would not be able to devote the time and focus to addressing all the needs. In terms of ease of implementation, a County team is quicker to establish and staff. In addition, there are precedents of such teams within the County, such as Chief Information Officers in departments who meet routinely with the CEO's Chief Information Office. Because of the lack of structure, this option is less beneficial to those served, FBOs/HOWs, and CBOs and harder to sustain over time.

Option 3 – A Community Engagement Office. An office that serves FBOs/HOWs and CBOs alike provides support and access to all those nonprofit organizations working with vulnerable populations. Therefore, it rates higher overall, benefiting those served and the County. Although FBOs/HOWs may prefer having their own dedicated office, this option meets the needs of both FBOs/HOWs and CBOs which share the same needs for training, capacity building, and sharing of knowledge, information, events, and programs.

Recommendations

CBOs do not face the same barriers to working with the County as reported by FBO/HOW leaders. That said, many of the FBO/HOW needs are similar to those of CBOs, and the County needs to ensure equal access to opportunities. Therefore, the recommendations should be broadened to include both FBOs/HOWs and CBOs, such as knowledge and information sharing and capacity building through community engagement.

Recommendation V.1: The County should establish a Community Engagement Office or team for its internal coordination and external interfacing with CBOs/FBOs/HOWs.

Approximately two-thirds (67%) of the survey respondents wanted access to an organization or individual in the County to answer questions and help them access the right place for help. Survey respondents also supported the concept of a single County contact or advocate for underserved populations and who listens to their ideas about how they can collaborate (51%). FBO/HOW leaders also raised this need during the Listening Sessions.



The proposed Community Engagement Office or team would perform the following services:

Act as a liaison between County departments and the I&RP

An Office or team would act as a liaison between County departments and the I&RP specifically and with CBOs/FBOs/HOWs in general. This County office or team would:

- Collect information on departmental initiatives as they are being formulated and act as a conduit between the CBO/FBO/HOW community and the County, providing feedback and ideas in both directions
- Provide information and advice regarding County initiatives and resources. FBO/HOW leaders expressed a strong desire for such a contact point, especially services available to meet urgent or emergency needs.

Manage outreach and inclusion

The County must develop an approach to outreach that identifies interested CBOs/FBOs/HOWs but limits the volume of unsolicited requests. This effort is likely to be organized around the matrix discussed in the prior Chapter IV:

- The populations that are the focus of individual CBOs/FBOs/HOWs
- Geographic location (SPA, SD, or some other variable) of the CBOs/FBOs/HOWs
- Services rendered

Moreover, based on the FBO/HOW databases provided to KH by the County, greater efforts need to be made to reach some of the other religious groups in the county who were under-represented in this undertaking.

The Community Engagement Office or team should work with the I&RP to broaden its reach to all religions – Christian and non-Christian alike – to identify their special needs and solicit diverse ideas.

Convene and coordinate activities

Information dissemination is central; but alone, it is not perceived as sufficient in the eyes of many FBOs/HOWs. A central element of collaboration during many of the Listening Sessions is the ability to form professional working relationships with individuals and organizations who share their commitment to service, as contrasted with reaching out to impersonal call centers or searching websites.

County staff who are knowledgeable about the breadth of County services (e.g., public health, poverty mitigation, and housing programs) should be designated to work with CBOs/FBOs/HOWs focused on alleviating these blights in their communities. Expanding this effort will allow the County to collaborate with the CBOs/FBOs/HOWs that are focused on issues central to their communities.

Convening regular meetings between government officials and CBOs/FBOs/HOWs will allow them all to:



- Build mutual trust
- Develop an understanding of the resources available
- Review the limitations in current response programs to develop solutions

In some departments, such as DCFS, a Faith-Based Coordinator provides personal guidance that was cited as helpful. Given the diversity of populations served and the number of County departments involved, an expansion of the capacity to meet, plan, and collaborate is called for.

The County can organize an annual or bi-annual convention of CBOs/FBOs/HOWs that offers:

- “Booths” with representatives of County departments
- Seminars led by County, CBOs/FBOs/HOWs, and philanthropy representatives on successful partnerships
- Training on relevant topics
- Speakers who can provide insights regarding lessons learned, recent research, etc.

Coordinate training and technical assistance

Consistent with the Listening Session attendees, survey respondents were also interested in training (44%). Areas they identified the greatest training needs for were:

- ***Making County connections.*** More than one-half desired training regarding County programs and services offered (66%) and how to make a connection or refer individuals who are traumatized or in crisis facing traumatic events to someone qualified to help them (57%).
- ***Pursuit of funding.*** Approximately one-half wanted to know how to pursue funding opportunities: how to pursue philanthropy grants (54%) and County contracts (46%), including responding to requests for proposals and grant-writing (37%) or learning about County contract administration and accounting (24%).
- ***Skill-building to serve local community needs.*** More than one-half of the respondents wanted to know how to conduct an assessment and gap analysis of what FBOs/HOWs can do to address local needs (53%). Between 42% and 44% identified training needs for:
 - Skill-building to work more effectively with populations with special needs (44%)
 - Capacity building to do more with what we have (42%)
 - Methods to measure success (26%)

Survey respondents also identified the need for technical or administrative support to allow them to focus less on “red tape” and more on serving the underserved (51%).

The County, as well as the larger CBOs/FBOs/HOWs with sophisticated and available resources, could help to offer technical assistance and training to medium- and small-CBOs/FBOs/HOWs. Among the consistent support areas cited were administrative and financial management.

Coordination across Initiatives, Gap Analysis, and Progress and Monitoring of Outcomes

The Community Engagement Office or team can also serve as the interface between what is happening within the County and in the field with CBOs/FBOs/HOWs, as displayed in Figure V-1. As such, they can serve as contact points for identifying groups that should become aware of each other's work and explore further collaboration. They can also identify areas where there are gaps that need to be addressed.

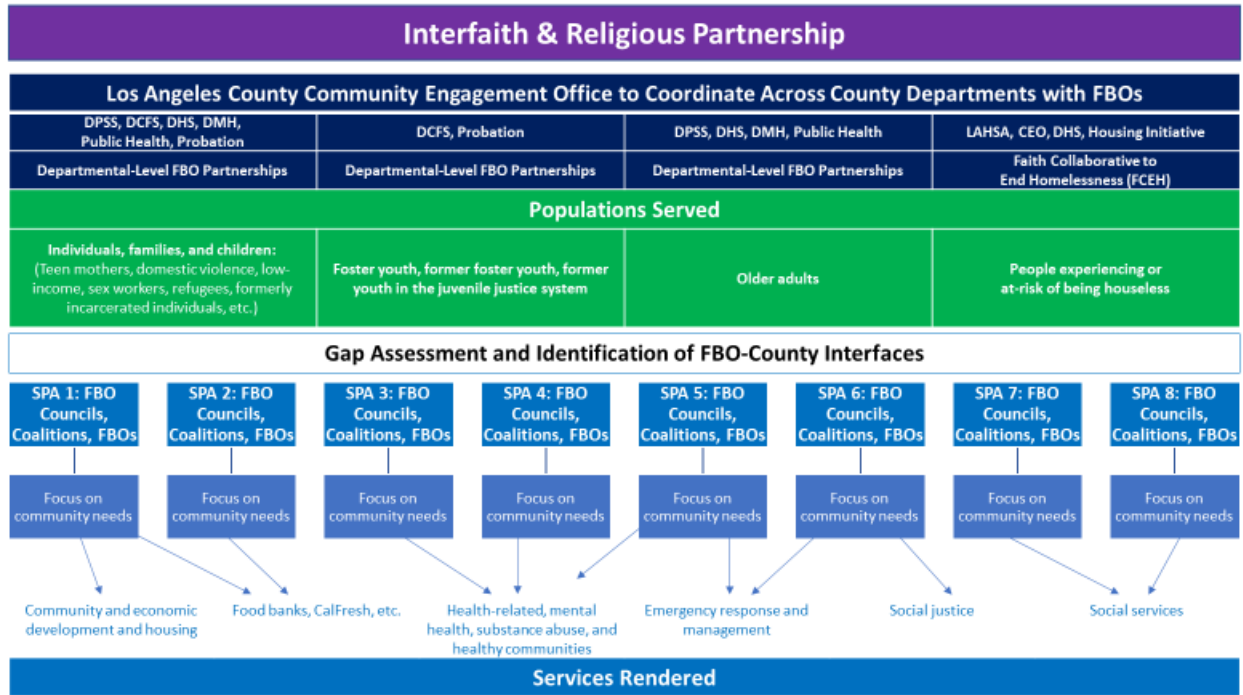
FIGURE V-1: PROBLEM ANALYSIS AND IMPLEMENTATION OF OPPORTUNITIES FOR IMPROVEMENT



Source: KH Consulting Group, 2023.

As shown in Figure V-2, the Community Engagement Office or team should also develop a framework for how it will interface with the I&RP and engage County departments as needed.

FIGURE V-2: FRAMEWORK FOR A MATRIX STRUCTURE FOR THE INTERFAITH & RELIGIOUS PARTNERSHIP AND COMMUNITY ENGAGEMENT OFFICE



Source: KH Consulting Group, 2023.

Information Sharing via the Internet

The next recommendation elaborates on this service further.

Recommendation V.2: The County office or team should offer to coordinate an information exchange and clearinghouse for CBOs/FBOs/HOWs.

The FBO/HOW community expressed a need for accurate and current information in a format that they can quickly and intuitively search. Between 73% and 75% of the survey respondents supported the importance of and need for information and knowledge-sharing.

Much of the information sharing can be done on the Internet. Therefore, a broadly accessible website/portal should be jointly developed by the County, CBOs, and I&RP. Specifics entail:

- **Up-to-date listings of County services.** FBO/HOW leaders wanted an up-to-date listing of County services available, including contact information and hours of service, organized by locality and offered by the County.
- **Up-to-date listing of CBO/FBO/HOW services, events, and resources.** The FBO/HOW leaders saw the need to share across their organizations and with CBOs, including local or community events, services offered and resources available for underserved populations. The site can also share information about training opportunities for CBOs/FBOs/HOWs.



The County of San Diego has such a website. Its website shares information about resources and virtual events across CBOs/FBOs/HOWs, including:

- Food assistance
- Mental health
- Homeless and unsheltered
- Children, youth, and families
- Older adults and seniors
- Immigrants and refugees
- Volunteerism and donations
- Community resource lists
- Funding sources

While the site is managed centrally by 211 San Diego and is openly searchable, participation in creating and updating the data is limited to organizations approved by 211 San Diego. This website might serve as a model for Los Angeles County government.

- **Clearinghouse.** A clearinghouse would provide information about County, FBO/HOW, and CBO programs in place, including populations served, goals, outcomes, successes, and lessons learned. United Way's Red Book was cited as an example.
- **Resource lists.** FBO/HOW leaders shared that a list of resources that CBOs/FBOs/HOWs can offer the County (and vice versa) would be helpful. They noted that the resource list needs to be a collaborative structure with good information on both sides.
- **An inventory of unmet needs, by community.** Coupled with an inventory of services offered by the County, FBOs/HOWs, and CBOs, an assessment of gaps and overlaps in services at the local level would allow better coordination of services within the various communities.
For example, where food security is identified as the key local unmet need within a community, CBOs/FBOs/HOWs could plan together to increase the availability of food banks or community gardens.
- **Demographic data and GIS mapping of community assets.** Survey respondents supported the need for demographic data (51%) and maps that identify community needs, assets, and resources (54%).
- **Philanthropic and County resources.** Two-thirds of the survey respondents wanted better information about philanthropic and County-managed resources available for their efforts (61%). More CBOs/FBOs/HOWs need to know about how to register as a vendor with Los Angeles County Internal Services Department (webVEN, Los Angeles County Vendor Registration) to receive bidding opportunities.

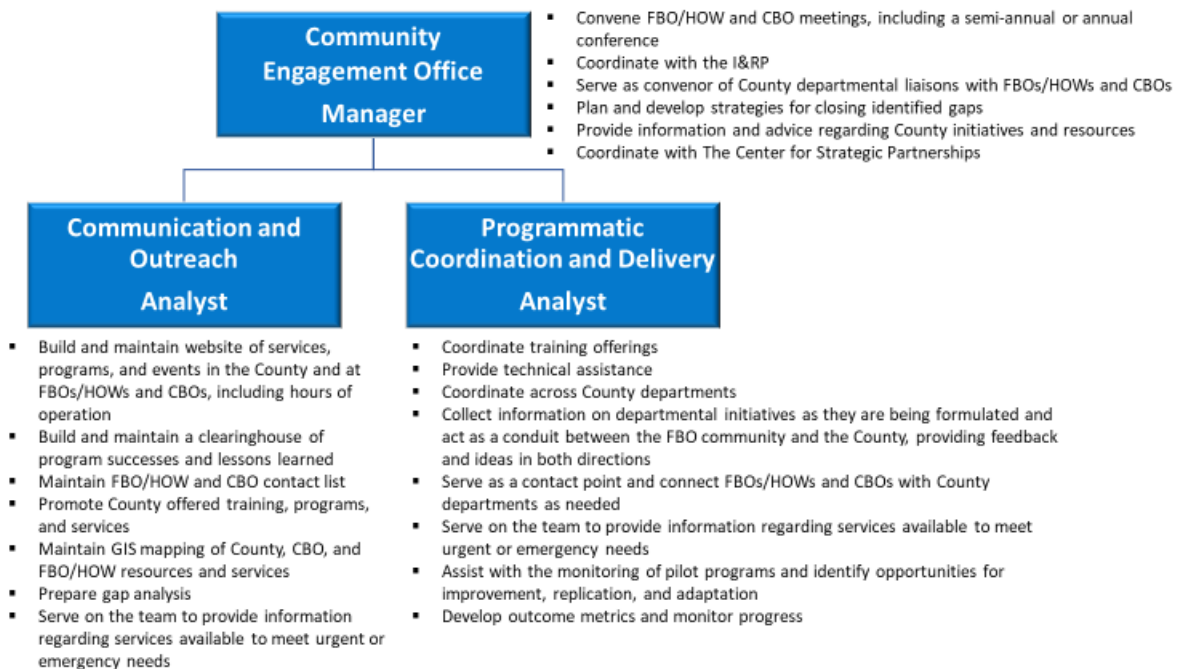
A key element of success will be to ensure that information is accurate and up to date. To be useful, the databases must be managed and operated as a secure, searchable, portal or

website. Regardless of whether the database is managed by the County, I&RP, or some other entity, collaboration around available data will be required.

Recommendation V.3: The County should staff the Community Engagement Office or team.

The breadth of responsibilities described points to the need for dedicated County staff who can work closely with relevant departments, I&RP, and CBOs/FBOs/HOWs. This operation could start with a staff of 3 and then assess its needs each year. Figure V-3 displays a proposed organizational structure and allocation of responsibilities.

FIGURE V-3: COMMUNITY ENGAGEMENT OFFICE STRUCTURE AND STAFFING



VI – Recommendations on Administrative and Resource-Related Changes

Current Situation

The County currently enters into contracts with FBOs and secular and non-secular CBOs. Larger HOWs have established 501(c)(3) organizations for such purposes. Smaller HOWs often do not have the resources to do the same and, thus, feel excluded from potential County contracts.

Foster Family Model

As one example, Los Angeles County has more than 38,000 children in foster care, among the highest numbers in the United States. Of these children, 57.5% are under the age of 9. County government, CBOs/FBOs/HOWs are concerned about foster children because of the challenges they face when they age out of the foster care system. The metrics are dire:

- **Homelessness** – 40% of teens who age out of foster care will be homeless in 2 years.
- **Incarceration** – 80% of current prison inmates have spent time in foster care.
- **Human trafficking** – 85% of youth recovered in sex trafficking raids in Southern California had been in the foster system.
- **Early parenthood** – 56% of 21-year-old women who were formerly in the child welfare system are mothers.
- **Poverty** – 69% of teens who age out of foster care have been out of work at some point in the last year.

Source: <https://lovehasnolimits.com>

Los Angeles County is home to many nonprofit organizations that work to provide homes and services for foster youth. DCFS works with more than 60 Foster Family Agencies; some of these nonprofit organizations are affiliated with religious organizations, such as:

Some have long histories, such as the Children’s Bureau Headquarters ((<https://www.all4kids.org>), started in 1904, as part of the Community Chest (now United Way).

DCFS partners closely with local Foster Family Agencies (FFAs) to ensure children who cannot remain safely in their homes have quality caregivers. DCFS works with more than 50 FFAs. Some of the FBO-affiliated foster care organizations include Holy Family Services Adoption & Foster Care, started in 1949 and is today part of the Los Angeles Episcopal Diocese; FosterAll, started in 1985 and has more than 350 faith partners; and Trinity Youth Services, started in 1966 by two Orthodox priests, among others.



Department Concerns

In the County departmental survey, County departments identified the following administrative challenges:

- County processes, particularly procurement and contract changes, are cumbersome. FBOs/HOWs need administrative support and technical training if they are to work with the County.
- County departments recognize the importance of outcome studies.

FBO/HOW Concerns

County Contracting Processes

- There is a perceived reluctance and lack of trust by County staff of FBOs/HOWs that operate and administer County grants, which is further complicated by concerns of church/state separation.
- Some FBOs/HOWs are not aware of available grant and funding opportunities.
- Some HOWs have set up independent 501(c)(3) organizations to pursue grant and contract opportunities.
- County contract awards can be problematic
 - The bidding and award process takes too long. The FBOs/HOWs have a sense of urgency about working with populations in need.
 - Terms and conditions are sometimes inappropriate for the scope of services and the size of the award.
 - Administration of the contract award, when outsourced to an independent organization, can insert new requirements and delay payments.
 - Indemnification and insurance requirements and other costly terms eliminate some potential CBO/FBO/HOW bidders from responding.
 - Smaller CBOs/FBOs/HOWs are not capable of participating and are left out given the size of the contracts.
- FBOs/HOWs are challenged in meeting administrative and financial requirements imposed by regulations of State and Federal funds.
- FBOs/HOWs do not often successfully collaborate among themselves to respond to contracting opportunities. Too often, the FBOs/HOWs feel they need to compete with each other.



Training and Technical Assistance in Contracting

FBO/HOW attendees identified the need for training in a number of areas, including:

- How to identify proposal and contract opportunities
- How to write proposals for grants or contract services
- How to measure effectiveness

Accountability and Funding What Works

- Outcomes of FBO/HOW efforts to serve the underserved are not consistently gathered and reported to assess success and scalability.
- Contracts and grants should have means built in for financial accountability and transparency, particularly important to address concerns related to public accountability.
- Some Listening Session attendees suggested the importance of independent organizations to review, evaluate, and certify outcomes.

Recognizing the Urgency of the Needs of Those Served

- Some FBO/HOW leaders perceive that the County sometimes hampers them from helping individuals in need, particularly during emergency situations.
- In the past, the County has not accepted plans to address code violations and has forced needed shelters to close until the improvements are completed.
- FBOs/HOWs want 24/7 access to County individuals or a team so they can refer clients as needed during crisis situations.

Recommendations

Similar to the prior Chapter V's recommendations, ***these recommended improvements apply to CBOs/FBOs/HOWs working with the County.***

Recommendation VI.1: The County should explore establishing guidelines to address questions raised regarding church/state separation.

The County must adhere to its non-discriminatory policies. As discussed in Chapter IV, however, FBO/HOW leaders and others want greater clarification regarding what is acceptable in terms of the County's interpretation of church/state separation in the Bill of Rights. The current lack of clarity has created a debate:

- Participants believe that some County staff are reluctant to consider FBO/HOW input because of concerns about violating church/state separation. They note that there are no generally accepted guidelines about what is acceptable.
- FBO/HOW leaders expressed concerns about the County thinking they would discriminate, which they argue is contrary to their practices.



- Unaffiliated faith groups (e.g., atheists and agnostics) argue that church/state separation is at risk if the County enters into more formal working relationships with FBOs/HOWs. They, along with other FBO/HOW leaders want to ensure the County does not allow discriminatory practices to occur. Examples raised pertained to providing abortions, serving LGBTQ2S+ youth, participating in prayer, and requiring attendance at times of worship to receive services.
- Others argued that FBOs/HOWs are not eligible for governmental contracting.

In keeping with its public trust role, the County cannot allow any of its funds and resources to be used for discriminatory practices. Thus, the County must remain vigilant by continuing to monitor their contracts to avoid funding or supporting any entities – nonprofit, governmental, CBO, FBO/HOW, or corporate – that practice discriminatory practices, such as organizations that:

- Deny service on the basis of race, sexual orientation, religious beliefs, or national origin
- Violate local, State, or Federal laws or regulations
- Refuse to sign a memo of understanding (MOU) when applicable
- Serve members only or a very narrow population
- Engage in fraudulent or illegal activities
- Misrepresent their services in any way, such as predatory activities of spamming, misleading, or coercing clients into receiving services they are not interested in or in need of
- Offer services on the basis of participation in worship

The County's guidelines should be clear about acceptable practices. Examples offered at the Listening Sessions include such items as:

- *"Is there room to voice a prayer when offering services?" "In what circumstances?"*
- *"Can I wear my clerical clothes or accoutrements when serving those in need?"*
- *"What is or is not eligible for reimbursement?"*

The County's guidelines and criteria are important to ensure consistency and legal practices are upheld. The County should include the criteria in the approved contract/Memorandum of Understanding (MOU) language. In addition, the Community Engagement Office or team should:

- Conduct training with involved County staff as part of the roll out of the approved guidelines
- Train CBOs/FBOs/HOWs about the guidelines and criteria
- Develop an effective audit capacity to ensure adherence to the criteria

County departments also need to alert their management and Community Engagement Office or team of any identified wrong doings or discriminatory practices involving County-funded or supported programs.

Recommendation VI.2: The County should explore using a Master Agreement approach to solicitations from CBO/FBO/HOW partnerships.

The County's grant and contract selection processes are slow, and responses are costly to develop. Survey respondents identified the following shortcomings:

- ***Red-tape, County size, and lack of awareness.*** More than one-half of the respondents identified the greatest challenges as bureaucratic red-tape and forms that are labor intensive (63%) and a lack of awareness of County programs that are seeking help from their communities (55%).
- ***Lag time to action and competition with large FBOs/HOWs.*** Other frustrations involved the County taking too long to get anything done (41%), resources flowing to large organizations while smaller FBOs/HOWs struggle to find funding (39%).
- ***County contracting.*** Survey respondents expressed a concern that County requirements on projects may jeopardize their current mission and community work (36%). To a lesser extent were concerns about skills sets needed to administer a County contract or grant if awarded (25%), minimum qualifications to apply for County contracts or grants (20%), or lack of success in competing with other organizations for County grants or contracts (12%). These lesser concerns may be partially attributed to a lack of awareness of what the County does and how the contracting process works.

Today, the County issues solicitations for bids, such as:

- ***Requests for Proposal (RFPs)*** are formal announcements of a planned project or needed services with the intention of selecting a bidder from qualified contractors to complete it.
- ***Requests for Statement of Qualifications (RFSQs)*** have a pre-qualification step in the procurement process. Only those responders who meet the qualification criteria are included in the subsequent RFP or Task Order solicitation process. The two-step approach can streamline the procurement process. It also enables the County to gather information about potential bidders for future use with no guarantee that there will be any next steps.

The County uses RFSQs to form benches of pre-approved vendors or firms to provide services through Master Agreements. Once on a Master Agreement list, firms have less red tape when responding to individual task orders. This procurement process could be applied to CBOs/FBOs/HOWs to provide services that align with the County's departmental needs.

Developing a CBO/FBO/HOW master list through an RFSQ process would expedite the ability of those organizations on the master list to respond to immediate needs and reduce the amount of work that CBOs/FBOs/HOWs would have to spend in responding; qualifications would need to be documented only once.

To avoid questions about fairness, the County's approach is a philosophy of "sameness" to all potential vendors. CBOs/FBOs/HOWs should be able to compete for solicitations like any other business vendor. If CBOs/FBOs/HOWs meet solicitation/master list requirements, they should



be added to master lists or contracted with for the requested services. Furthermore, the approved church/state separation guidelines should be included in the RFP, RFSQ, and Master Agreement review process, ensuring an understanding and commitment to abide by the guidelines.

Recommendation VI.3: The County should build on purchasing and contracting best practices, including those developed for the County's small business initiatives.

Over the years, small businesses have expressed similar frustrations regarding the County's procurement process, which became even more vocal when the Board of Supervisors set a target to increase local small business participation rates in County contracts.

In response, the County has increased its outreach to local small businesses. Examples of small business initiatives that could serve as models for CBOs/FBOs/HOWs entail:

- Designing solicitations that focus on local needs, as contrasted with countywide RFSQs, which open opportunities for small- and medium-sized CBOs/FBOs/HOWs to participate
- Requiring prompt payment for CBOs/FBOs/HOWs to reduce the financial risks associated with delays in payment (similar to the latest policies in the revised Board Policy 3.035 – “Small Business Payment Liaison and Prompt Payment Programs”)
- Offering training in working with the County, similar to that provided to small businesses
- Requiring interfaith participation in responses to solicitations
- Facilitating greater collaboration through the identification of potential CBO/FBO/HOW as primes or subcontractors by disseminating information on attendees at pre-bid conferences

Instead of CBOs/FBOs/HOWs feeling they are competing for limited resources, what is needed is a mental shift – that ***through collaboration we can leverage the resources available and create more opportunities to improve the lives of so many***. The focus should be on ***transformation, not transaction***.

On August 9, 2022, the Board adopted the “Implementing the Priority Strategies of the Equity in County Contracting Project Team” Motion to implement priority equity in contracting strategies. On January 10, 2023, the Board heard proposed strategies, including pilot projects. These strategies might be broadened to include eligible CBOs/FBOs/HOWs.

Recommendation VI.4: The County should explore the feasibility of reimbursing CBOs/FBOs/HOWs for their costs associated with County collaboration, starting with emergency support.

When County departments reach out to FBOs/HOWs, they often ask for access to facilities that cost money and time. For some FBOs/HOWs, responding to these requests is costly. When an FBO/HOW agrees to cooperate, County funds to offset actual costs are generally not available.

In addition to developing an approach to outreach that identifies interested FBOs/HOWs but limits the volume of unsolicited requests, the County should develop a capacity, plan, or process to reimburse actual out-of-pocket expenses when facilities and access are requested.

For example, the City of Pasadena reimburses the FBOs/HOWs in the Clergy Community Coalition (CCC) when asked to open their facilities for individuals who are unhoused during inclement weather. These costs involve bedding, food, and amenities (e.g., diapers or hygiene kits) for those individuals they help. In times of emergencies, the County may want to consider making temporary exceptions to established program restrictions and procedures if there is a strong case for them. A logical starting point is to think through reimbursements in times of emergencies.

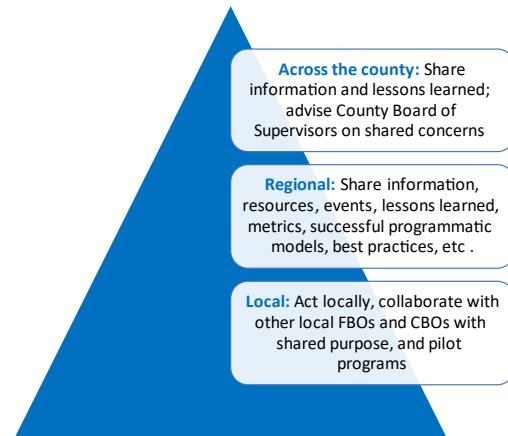
Recommendation VI.5: The County should pilot and expand CBO/FBO/HOW partnership programs that prove to be successful in different parts of SDs.

FBOs/HOWs that support the underserved range from large, sophisticated organizations to small houses of worship. They share a commitment to improving the lot of people who are hungry, unhoused, or facing overwhelming challenges. The work they do with those individuals can be as simple as acting as a liaison to available services or as complex as working to end homelessness.

This wide range of intentions and abilities means that the County’s response must be flexible and adaptive. This flexibility will allow the County to maximize the effectiveness of its support for FBOs/HOWs in meeting the needs of the ill, the poor, and the dispossessed.

Moreover, “one-size-fits-all” does not work in such a diverse county as Los Angeles. Many Listening Session attendees advocated for:

- More customized approaches that met their local community needs better
- Acting locally but sharing resources and lessons learned across regions and the county
- Helping to inform County policies and service delivery



There was also interest in piloting projects that could then be replicated or modified in other parts of the County, such as:

Best Use of FBO/HOW Real Estate Example

New York City, Office of Faith-Based and Community Partnerships, works with FBOs/HOWs to better use their real estate to provide more affordable housing.



Written comments in the KH survey identified a number of FBOs/HOWs interested in leveraging their real estate for such purposes but: 1) lack access to funding, 2) encounter permitting and regulatory blockades, and 3) need the expertise to leverage their assets. This area may be an opportunity to conduct one or more pilot projects in different SDs.

Written comments in the KH survey identified a number of FBOs/HOWs interested in leveraging their real estate for such purposes but: 1) lack access to funding, 2) encounter permitting and regulatory blockades, and 3) need the expertise to leverage their assets. This area may be an opportunity to conduct one or more pilot projects in different SDs. The strategies that emerged from the Board’s “Implementing the Priority Strategies of the Equity in County Contracting Project Team” Motion in January 2023 include pilot projects. Opportunities for pilot project might also be expanded to involve eligible CBOs/FBOs/HOWs.

The County should encourage the development and implementation of pilot programs to test promising community service approaches. Pilots can be developed to:

- Reflect the needs of individual communities, allowing for the customization of policies and programs
- Include initiatives proposed by community and FBO/HOW groups that reflect the lived experience of the people the County is assisting

FBO/HOW leaders strongly agreed that both the County and FBOs/HOWs should be accountable for funding and doing what works. Each program should be evaluated periodically to determine its level of success, needed changes, and scalability. The most successful pilot programs can then be replicated, as appropriate, in other similar communities in the County or, if appropriate, across the county.

In this way, the County can build on success stories with CBOs/FBOs/HOWs and replicate and pilot projects that fit different parts of the County as pilot projects. Using lessons learned, the County will be in a better position to know what projects to refine, adapt, or replicate elsewhere in the county.

Appendix

Coordinating Faith-Based Outreach to County Departments Motion

Approved May 17, 2022



AGN. NO. _____

MOTION BY SUPERVISORS KATHRYN BARGER
AND JANICE HAHN

MAY 17, 2022

COORDINATING FAITH-BASED OUTREACH BY COUNTY DEPARTMENTS

The County of Los Angeles has engaged with a variety of faith-based organizations and houses of worship in a shared goal of serving vulnerable populations in need. Over the years, the County has partnered with these faith groups to share vital information and resources to support public health, homelessness, foster youth, and more.

Traditionally, this outreach has been established and organized by individual departments and agencies, such as the Department of Children and Family Services (DCFS), the Department of Health Services (DHS), the Department of Public Health (DPH), and the Los Angeles Homeless Services Authority (LAHSA) that have built relationships with faith-based organizations (FBOs) and houses of worship to create advisory boards, develop community programs, and conduct staff outreach.

- M O R E -

MOTION

SOLIS	_____
KUEHL	_____
HAHN	_____
BARGER	_____
MITCHELL	_____

DCFS has worked with the faith-based community for many years. On September 25, 2018, the Board voted on a motion authored by Supervisor Barger to direct the Center for Strategic Partnerships and DCFS to develop a coordinated Faith-Based engagement strategy and program, including exploring hiring a faith-based consultant in partnership with philanthropy, develop measures and data collection methods, and explore creating a centralized faith-based section within DCFS. As of today, two of those three directives have been met, with remaining work needed in identifying measurements and data collection methods.

More recently, on September 1, 2020, DCFS signed a non-financial partnership agreement with CarePortal, a technology platform used to mobilize faith-based organizations to connect, respond, and meet identified needs of DCFS children and families. The CarePortal project has been launched in 11 regional offices in Service Planning Areas (SPA) 2, 3, 4, 6, 7, and 8 and is on schedule to roll out to the remaining SPAs during 2022. Since the creation of this program, families and youth have received various support stemming from donations from connected churches and houses of worship including beds for young people being placed with a relative caregiver, the payment of water or phone bills for the new extended family, and more. These supports are crucial to ensuring the stability of the foster youth placement. Other departments that have reached out to the faith community are DPH and the DHS.

-M O R E-

Throughout the COVID-19 pandemic, DPH and DHS relied heavily on the faith-based community to share information and increase access to personal protective equipment (PPE), testing, and vaccinations. DPH realized that to successfully reach our most under-serviced populations, it was incumbent on the County to cultivate partnerships with the most trusted and well-connected organizations. Each week, DPH sent out hundreds of mobile vaccination teams, many of which operated at houses of worship, or partnered with churches to invite their congregation. The County regularly had testing and vaccination sites established at houses of worship and coordinated with leaders in the faith communities to promote the effort. Partnering with the faith-based community provided us access to the most reliable community leaders and venues. Residents trusted their faith leaders and felt comfortable accessing critical services at their place of worship.

Additionally, there are numerous FBOs throughout Los Angeles County that provide services to people experiencing homelessness, ranging from a broad spectrum: food pantries to showers and shelter, and support organizations that cater to the needs of low socio-economic communities and homeless populations. The intent of LAHSA's Faith Working Group is to create a collaborative response to homelessness. With a long history of serving people experiencing homelessness, FBOs serve those in need, which is a tangible and achievable endeavor because of their existing access to resources and knowledge of navigating through the homeless services landscape.

-MORE-

Some of these organizations can navigate resources and systems, but others operate from a servant's heart with limited tools to serve those in need.

On January 5, 2021, the Board passed "Promoting Faith Community Involvement in the Countywide Movement to Prevent and Combat Homelessness." This motion directed a consultant to conduct a countywide survey of faith-based organizations who have worked on addressing homelessness, and to identify from the results of the survey what capacity building and development supports are essential, financial, and structural barriers that exist for these FBOs, and identify financial supports. The motion also asks the consultant to make recommendations on the creation of a County Faith Commission on Homelessness. While this effort is focused on the surveying of FBOs specifically related to their work on homelessness policies and outreach, it highlights that although work is being done across the county, in many ways, it is work that is siloed by department.

These are just some of many wonderful examples of our County departments proactively outreaching to our faith-based community and houses of worship. Given the traditional department outreach plan may not be aware of similar or conflicting requests from other County departments, it is incumbent to establish a centralized-outreach plan so that houses of worship and faith-based organizations do not feel overwhelmed with non-financial requests for support at a time many houses of worship are seeing declining donations due to the County closure of houses of worship as part of the Health Officer Orders during the beginning of COVID-19.

-M O R E-

Creating a coordinated faith-based council that can serve as a lead commission for all County departments can help to ensure that our houses of worship and faith-based communities and organizations are not overwhelmed and help to educate our departments on best ways to engage with these organizations. Additionally, exploring whether financial stipends or grants could be given to these organizations could help to infuse funds into community-based programs in underserved communities.

WE, THEREFORE, MOVE that the Board of Supervisors instruct the Chief Executive Officer (CEO), in consultation with the Center for Strategic Partnerships, representatives from DCFS, DPSS, Homeless Initiative, LAHSA, Probation, DHS, Department of Mental Health (DH), and DPH, representatives from houses of worship and faith-based organizations identified from each Supervisorial District (maximum two per district), and representatives from philanthropy, to assess existing needs and opportunities for the County to develop a robust and comprehensive partnership with faith-based organizations to serve the most vulnerable including people experiencing homelessness, families involved in the child welfare system, at-risk youth, low-income families, isolated older adults, and others.

- a. To complete this assessment, CEO should:
 - i. Convene townhalls and listening sessions in each Supervisorial District in order to identify best practices to work with faith-based organizations and houses of worship as well as possible obstacles to partnering.

-M O R E-

- ii. Review best practices that have worked in other jurisdictions; and
 - iii. Assess existing programs interacting with faith-based organizations housed in County departments and agencies as well as past County best practices, to determine areas of strength and weakness.
 - iv. Delegate authority to the CEO to hire consultants as necessary to complete the abovementioned directives.
- b. The CEO should report back to the Board in six months on how the County can build a permanent, coordinated faith-based partnership program and include recommendations that ensure its success and sustainability. The report back should also identify potential funding through philanthropic or other means that could be used to provide grants to faith-based organizations or houses of worship for their assistance with County programs, such as hosting adoption fairs, providing space for safe visitations amongst parents and foster youth, and more.

#

KB: mbj



ELABORATION OF FBO/HOW RESEARCH AND INPUT

- **Part A – Trends and Practices in Government Partnerships with Religious Organizations**
- **Part B – FBO/HOW Listening Sessions Input**
- **Part C – Faith-Based Survey Results Regarding Potential County Partnerships**
- **Part D – Supervisor Barger’s Faith Leadership Input**

Part A:

Trends and Practices in Government Partnerships with Religious Organizations





Part A – Trends and Practices

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Part A.I – FBO/HOW-Government Models

Introduction

Part A describes partnership initiatives with religious organizations and U.S.-based or U.S. funded agencies, followed by a description of some of these coalitions in Los Angeles County, and the results of two surveys – one with County departments and another with philanthropy.

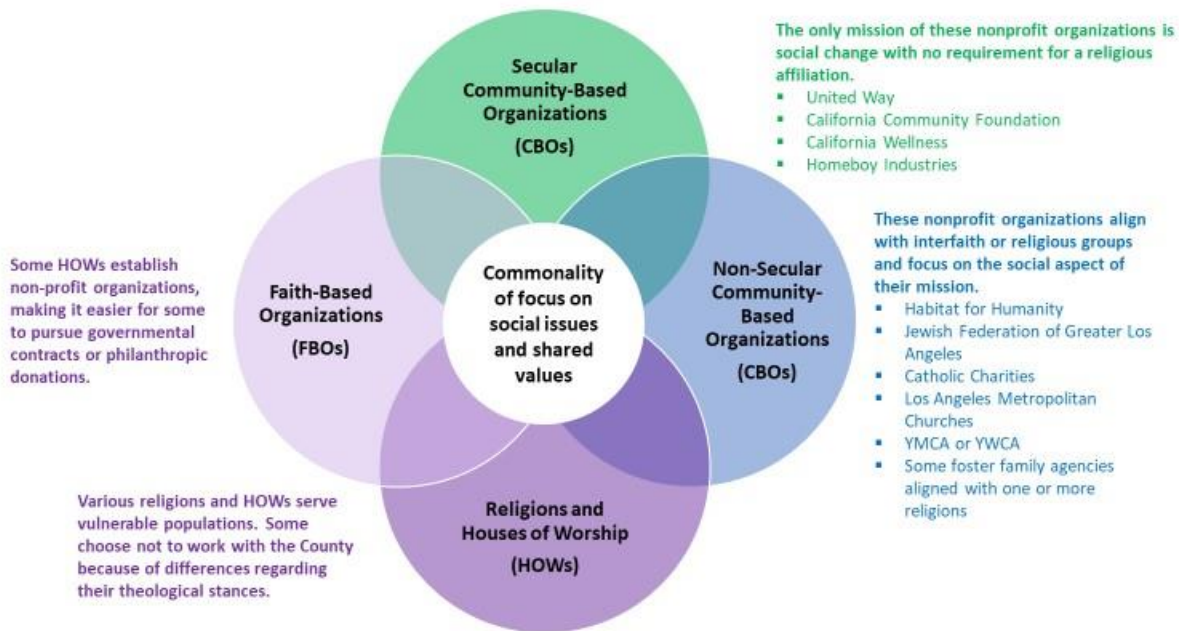
KH found a lack of a common definition when describing religious organizations during the Listening Sessions. Some described used the term FBO to include HOWs; others did not. Some disliked the term “faith-based” and preferred the term “religious.”

All are nonprofit organizations with some noteworthy distinctions. For purposes of our report, KH defines the terms as:

- ***Houses of Worship (HOWs)*** – HOWs include various religions, many of which serve vulnerable populations. The County collaborates with some of them, particularly the larger ones that have the administrative infrastructure to bid on governmental contracts. Some HOWs choose not to work with the County because of conflicting stances on certain issues (e.g., abortions, LGBTQ, or other doctrinal positions).
- ***Faith-Based Organizations (FBOs)*** – These nonprofit organizations align with specific religion(s) and HOWs. HOWs typically form these FBOs.
- ***Non-secular Community-Based Organizations (CBOs)*** – These nonprofit organizations align work with various religious entities and are interested in the social aspect of their mission. Some examples include Catholic Charities, YMCA, YWCA, and foster family agencies aligned with one or more religions.
- ***Secular Community-Based Organizations (CBOs)*** – These nonprofit organizations’ only mission is social change with no requirement for a religious affiliation. Examples include United Way, California Wellness, and California Community Foundation.

These terms are further delineated in the next graphic. At the intersection of the three nonprofit organizations is the commonality of focus on social issues and shared values, putting religious dogma aside.

Nonprofit Organizations Referenced in This Report



Source: KH Consulting Group, 2023.

CBOs and FBOs may opt to collaborate and fund HOWs. CBOs may opt to collaborate and fund FBOs and HOWs. The County of Los Angeles has traditionally and primarily worked with CBOs and FBOs, particularly the Department of Children and Family Services (DCFS) and their foster family agencies.

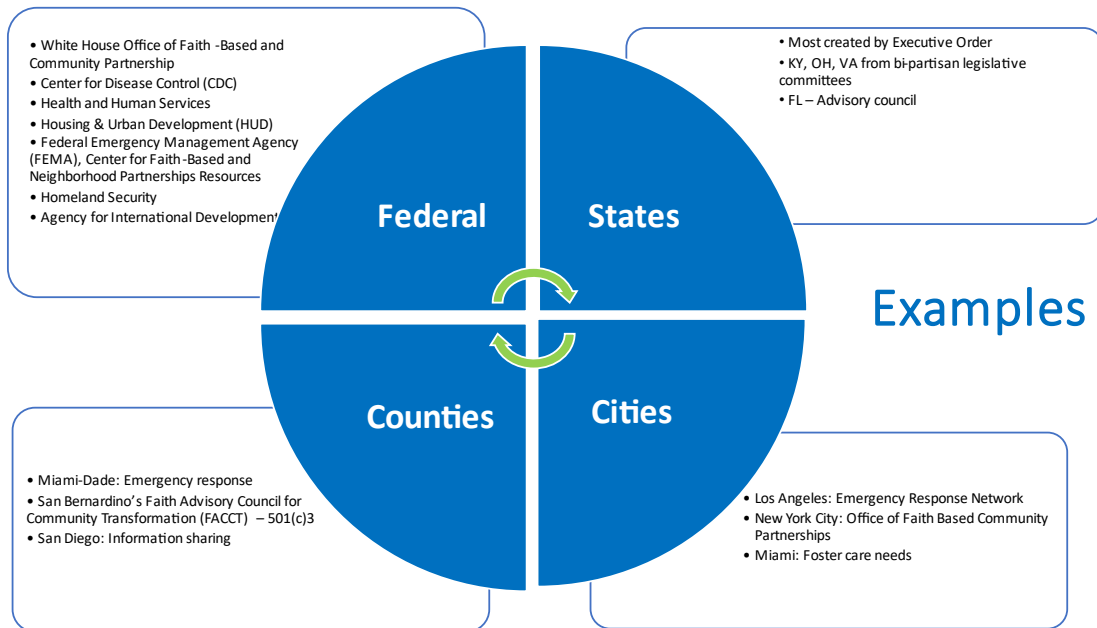
FBO-Governmental Partnership Models' Overview

Part A.1 outlines in greater detail some of the FBO partnership initiatives with the Federal government, state and other local governments, internationally with U.S.-funded agencies, and Los Angeles County. ***Although FBOs are referenced, the research is unclear if the FBOs include HOWs in many cases.***

Many of the initiatives, including in the County of Los Angeles (discussed in Part A.2), started out by focusing on specific issues:

- Children, youth, and families (e.g., State of Texas and its One Star Foundation)
- Economic and community development (e.g., U.S. Department of Housing & Urban Development (USHUD), U.S. Agency for International Development (USAID))
- Emergency response and management (e.g., Federal Emergency Management Agency (FEMA), City of Los Angeles, and County of Miami-Dade (FL))
- Foster youth (e.g., Miami (FL))
- Housing (e.g., HUD and New York City working with FBOs to better use their real estate to provide more affordable housing)

- Information sharing (e.g., County of San Diego)
- Health care, substance abuse, and mental health (e.g., U.S. Department of Health & Human Services (USDHHS), Center for Disease Control and Prevention (CDC))
- Social services and vulnerable populations (e.g., White House, County of San Bernardino)



Local Government

Local governments seem to just now be beginning to formulate such partnerships.

City of Los Angeles

The City of Los Angeles has [a network of FBOs/HOWs and community groups](#) in case of an emergency.

Chicago

The City of Chicago has a posting of [important FBO matters](#), starting with COVID-19 vaccination program. Some of the relationships are with the University of Illinois (health). The [Presbytery of Chicago](#) and its community partners lists different ways congregations can get involved in community partnerships.

County of San Bernardino

The County of San Bernardino has set up a nonprofit to work with government, called the [Faith Advisory Council for Community Transformation \(FACCT\)](#):



“The FACCT serves as the coordinating agency for developing collaboration and partnerships between local government, community and Faith Based Organizations (FBOs) seeking to access resource development and technical assistance to provide services to our communities’ most vulnerable populations. We accomplish this by expanding the capacity of our membership partners in addressing the needs of our local communities. The FACCT will identify which FBOs are best prepared to assist our local government agencies and coordinate trainings for those partners who are committed to repositioning themselves to participate in the cause of community transformation.”

County of San Diego

The County of San Diego has established a website focused on FBOs, initially in response to COVID-19. The website’s purpose is to “...promote resources that will support the work” that FBOs do. It holds telebriefings monthly and provides information regarding:

- Food assistance
- Mental health
- Homeless and unsheltered
- Children, youth, and families
- Older adults and seniors
- Immigrants and refugees
- Volunteerism and donations
- Community resource lists
- Funding sources

There is a calendar of virtual events and the ability to submit available resources to the website, including:

- [CBO sector](#)
- [FBO sector](#)
- Site to share an event or webinar on the “[Live Well San Diego Calendar](#)”

The website also provides [FBO and CBO fact sheets](#) in printable formats from various agencies, including the County of San Diego, California Department of Public Health, CDC, and Governor of the State of California.

Miami

[Miami has a website for FBOs](#) interested in accessing needs in the foster care system. Many other jurisdictions also have partnerships for foster care, including the County of Los Angeles, but the Miami’s website highlights FBOs.



New York City

Office of Faith-Based and Community Partnerships

The New York City Mayor created the [Office of Faith-Based and Community Partnerships](#) in February 2022. This partnership is different in that it advises FBOs on how to maximize their New York City real estate value to help alleviate homelessness:

The [New York City Enterprise Community Partners](#) focuses on community and housing development and posts tools and training programs.

“[Enterprise New York and Kingdom Faith Developers](#) provide pro-bono support to faith-based organizations that are interested in re-purposing their land for affordable housing development. Faith-based organizations can help create new housing in a way that serves communities, strengthens congregations, and promotes diversity and inclusion in New York City.”

New York City Department of Homeless Services

New York City has a right-to-shelter mandate as a legal obligation to provide shelter for anyone. New York City also offers daily, 24-hour drop-in centers. New York City has added Code Blue to simplify the intake process for full shelter on nights when the temperatures drop to 32 degrees or below (including wind chill) between 4:00 pm and 8:00 am. With Code Blue:

- No one who is homeless and seeking shelter in New York City will be denied.
- People have the flexibility to access additional shelters beyond the assigned one (which they may have decided not to use in the past).

New York City Department of Homeless Services, Department of Parks, and Department of Social Services work with partner organizations to reach out to vulnerable individuals on Code Blue priority lists by making regular and repeated contacts with them to seek shelter indoors.

The State of New York and other east coast cities (e.g., Philadelphia and Lancaster (PA)) have similar Code Blue laws.

County of Miami-Dade County (FL)

The County of Miami-Dade outlines how FBOs can help out with emergencies through “[Communities Organized to Respond To Emergencies \(C.O.R.E.\)](#).”

State Government

A number of state governors have embraced FBO initiatives. Early adopters were Virginia, Kentucky, and Ohio, followed by Texas and other states. The states appear to have FBO partnerships that focus on different ways of working together:

- **Advising – Advisory Councils (AR, FL, NJ)**
- **Information Dissemination (AR, MI, OH, OK):** Websites to disseminate funding information



- **Promoting (AR, OH, OK, VA):** Websites about programs, events, and services
- **Convening and Coordinating (IN, AL, FL, NJ, VA):** Convene meetings between government officials and FBOs
- **Technical Assistance (IN, OH, NJ, VA, TX):** Provide technical assistance workshops, training, and resources

Some states are involved in two or more aspects; others focus on only one aspect. For example, the Arkansas partnership focuses on advising, information promoting, and dissemination. New Jersey advises, convenes and coordinates, and provides technical assistance. Michigan only disseminates information.

Virginia, Kentucky, and Ohio

A Harvard research study described the [status of state-level FBO organizations](#) in 2006. Only a few existed at that time: Virginia, Kentucky, and Ohio. Ohio's goals were to:

- Make it easier for FBOs and CBOs to compete for public funding
- Encourage partnerships among and between public agencies, FBOs, and CBOs who share a common mission
- Measure the impact of the partnerships to reduce the suffering of citizens in need

State of California

California Communities Program

In 2007, an academic report was prepared on potentially forming partnerships with the California State Employment Development Department (EDD). The University of California, Davis, [California Communities Program \(CCP\)](#) in the Department of Human and Community Development sponsored the report.

CCP is a cooperative extension program within the University's Division of Agriculture and Natural Resources. The CCP mission is to provide community development research and public engagement to strengthen the leadership capacities of local citizens; fortify community self-governance; and enhance local and regional economies.

Although this evaluation project was supported in part by EDD funds, EDD had a disclaimer that the "...analysis, interpretations, and conclusions in this report are the responsibility of the authors and not EDD."

State of Florida

Governor Ron DeSantis established the [Florida Faith-Based and Community-Based Advisory Council](#).

State of Texas

The State of [Texas started a state-faith collaboration](#) in 2011. Texas has a [toolkit on CBO and FBO engagement](#) and partnering with initiatives for children, youth, and families:



The [Texas – One Star Foundation](#) and as a result of the legislation cited in the article above, Texas formed:

- Interagency Coordinating Group
- Texas Nonprofit Council
- Partners for Texas Hub

The Texan One-Star Foundation, Council, and Hubs work with government agencies and coordinate with FBOs:

State of New York

In 2015, Governor Cuomo started a [New York State FBO and CBO partnership](#).

Federal Government

The White House

The White House launched FBO initiatives during the Bush Administration and continued the initiatives under the Obama Administration.

In 2009, the Pew Research Center’s Forum on Religion & Public Life invited government officials and faith leaders to discuss a potential partnership, involving:

- Joshua DuBois, the executive director of the White House Office of Faith-Based and Neighborhood Partnerships
- Stephen Goldsmith, an adviser on faith-based partnerships in the Bush White House and the former mayor of Indianapolis
- Richard Nathan, co-director of the Nelson A. Rockefeller Institute of Government and the former director of the Roundtable on Religion & Social Welfare Policy

They issued a report that year entitled, “Taking Stock: The Bush Faith-Based Initiative and What Lies Ahead.”

The White House Office of Faith-Based and Neighborhood Partnerships, established by President Barack Obama, expanded partnerships between the government and faith-based and community organizations for the delivery of social services. The transcript of the proceedings outlines lessons learned, challenges, and opportunities from the preceding eight years of the [White House Office of Faith-Based and Community Initiatives](#).

Federal Agencies

Federal agencies have launched FBO partnerships around specific issues:

- **Cybersecurity.** The Cybersecurity and Infrastructure Security Agency is committed to supporting efforts to maintain safe and secure houses of worship and related facilities while sustaining an open and welcoming environment.



- **Disasters.** FEMA has the [Center for Faith-Based and Neighborhood Partnerships Resources](#) for disasters.
- **Housing and community development.** HUD has [FBO-community development, housing, economic development](#), etc. initiatives.
- **Security.** U.S. Department of Homeland Security has a [Center for Faith-Based and Neighborhood Partnership initiatives](#).
- **Social justice.** U.S. Department of Justice produced a [report on FBOs and social justice](#), among other issues.
- **Substance abuse.** USDHHS's Substance Abuse and Mental Health Services Administration (SAMHSA), has [a faith-based and community initiative on substance abuse](#).
- **Tobacco.** CDC engages FBOs in its "[Tips for Former Smokers](#)" campaign. FBOs post CDC health-related resources on their websites. Some of the involved FBOs are American Baptist Home Mission Societies, General Commission on United Methodist Men, Health Ministries Association, Islamic Society of North America, Seventh-day Adventist Health Ministries-North America Division, and General Board of Church and Society of the United Methodist Church.

Colleges and Universities

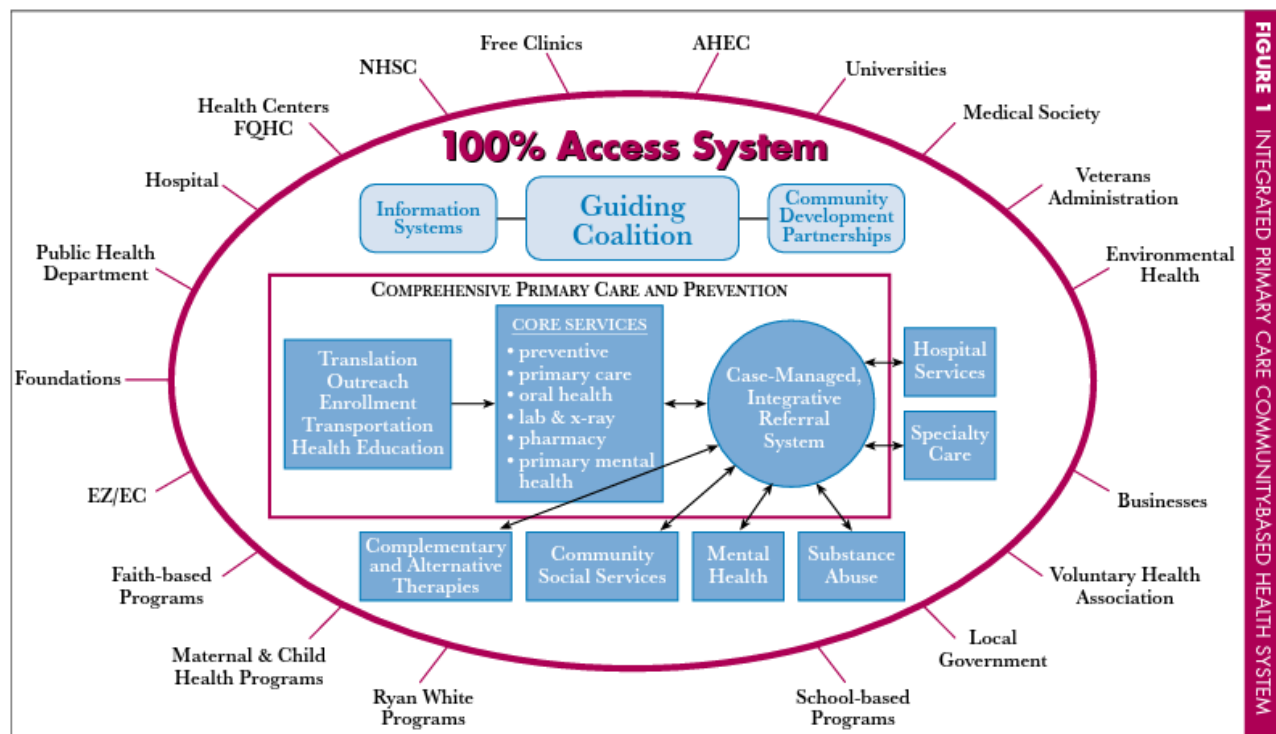
Many colleges and universities have faith-based centers. Two are cited here that focus on FBO partnerships.

University of Southern California (USC)

USC's Dornsife's [Center for Religion and Civic Culture](#) provides useful background information on the various religious and interfaith organizations, coalitions, or alliances in the greater Los Angeles area. It also provides a [database, listing, and mapping of FBOs](#) in the greater Los Angeles area.

Georgetown University

Georgetown University describes how FBOs and government can work together with a Guiding Coalition. Prepared in collaboration with USDHHS in 2001, its publication, "[Sharing a Legacy of Caring Partnerships between Health Care and Faith-Based Organizations](#)" presents different partnership models.



International

U.S. Agency for International Development (USAID)

In Lesotho, Africa, USAID partners with Catholic Relief Services and other FBOs to help implement the U.S. President's Emergency Plan to help girls grow into [Determined, Resilient, Empowered, AIDS-free, Mentored and Safe \(DREAMS\) women](#).

World Bank

The World Bank is a global partnership, consisting of 189 member countries, and staff in more than 170 countries and offices in more than 130 locations. The World Bank Group consists of "...five institutions working for sustainable solutions that reduce poverty and build shared prosperity in developing countries."

To achieve its goals, it is engaged in FBO partnerships:

- The World Bank is a member of International Partnership on Religion and Sustainable Development (PaRD), an organization that brings together more than 100 governmental and intergovernmental entities with diverse [CSOs¹ and FBOs to engage within the context of the broader Sustainable Development Goals \(SDGs\)](#).
- The World Bank initially convened the Moral Imperative in April 2015 to bring together more than 60 diverse faith leaders to support the World Bank's goals. The World Bank facilitates regular meetings with the Steering Committee of this group.

United Nations

The [United Nations Task Force on Religion and Development Steering Committee](#) meets regularly with FBOs affiliated with all UN registered religions to advance the SDGs. The World Bank is also a member of this Task Force.

¹ A civil society organization (CSO) or non-governmental organization (NGO) is a non-profit, voluntary group, organized on a local, national or international level.

Part A.II – Los Angeles County Government Collaborations with Faith-Based Organizations

County departments involved with vulnerable populations include:

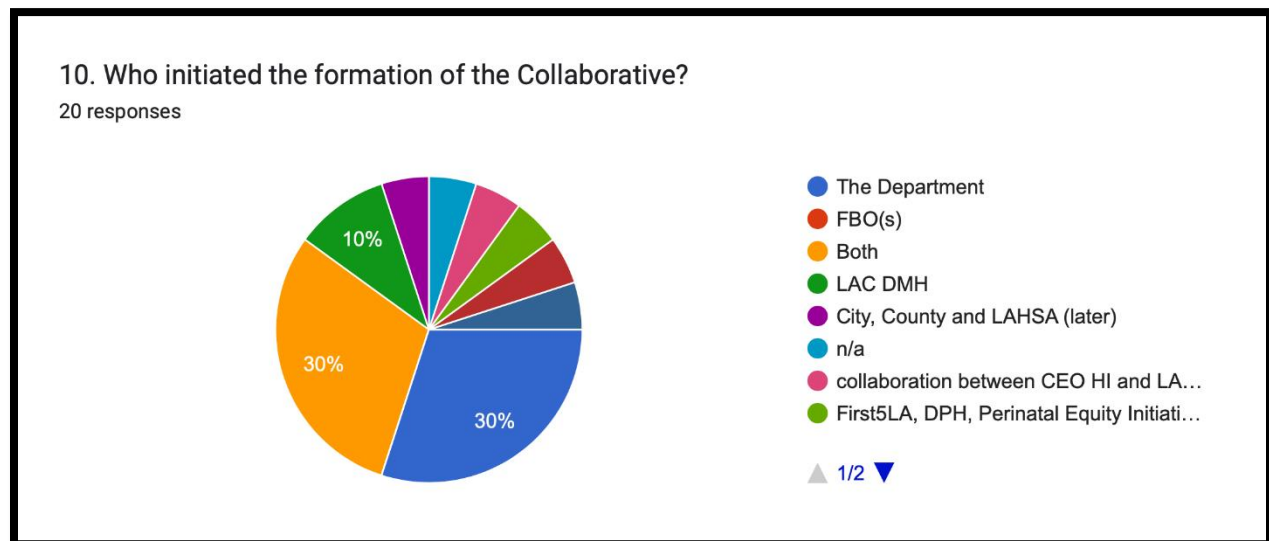
- Chief Executive Office (CEO)
- Department of Children and Family Services (DCFS)
- Department of Health Services (DHS)
- Department of Mental Health (DMH)
- Department of Public Health (DPH)
- Department of Public Social Services (DPSS)
- Probation Department (Probation)

Representatives of those County departments responded to an online survey, providing information regarding their FBO-affiliated programs they have or have had in the last five years.

Overview of Findings

Formation of FBO-County Collaboration

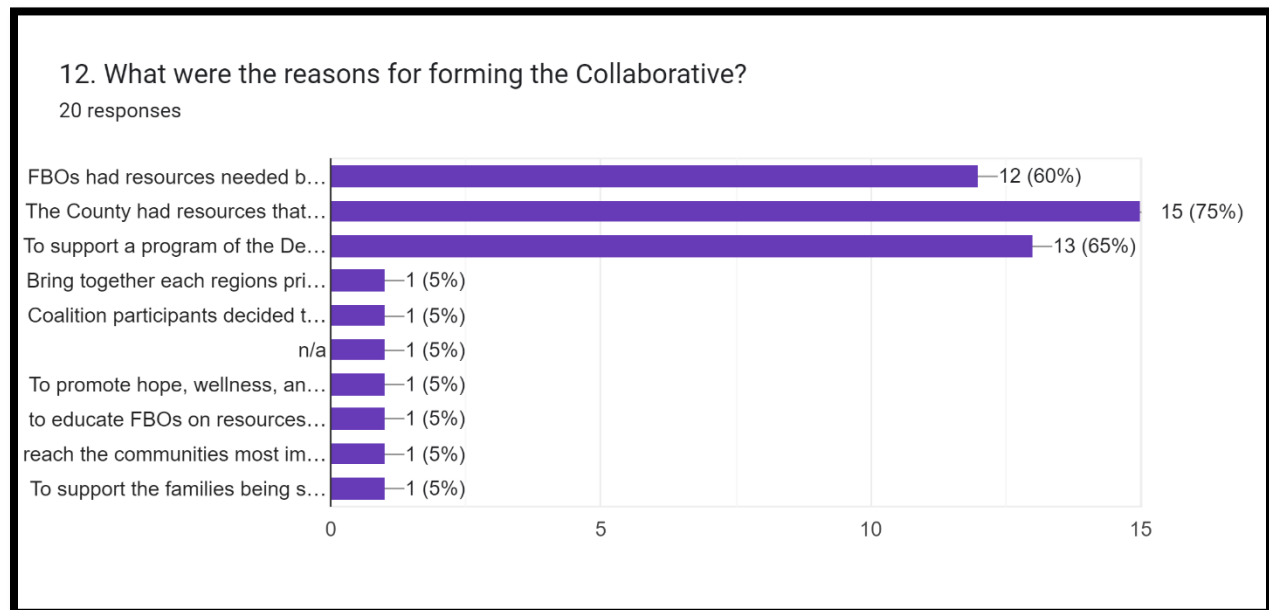
Most of the collaborations were started by either the County (30%) or both the County and FBOs (30%).





The primary reasons for forming a collaborative were:

- The County had resources that could be distributed through FBOs (75%).
- FBOs had resources needed by shared clients/constituents (e.g., individuals, families, etc.) (60%).
- The collaborative could support a program of the department (65%).

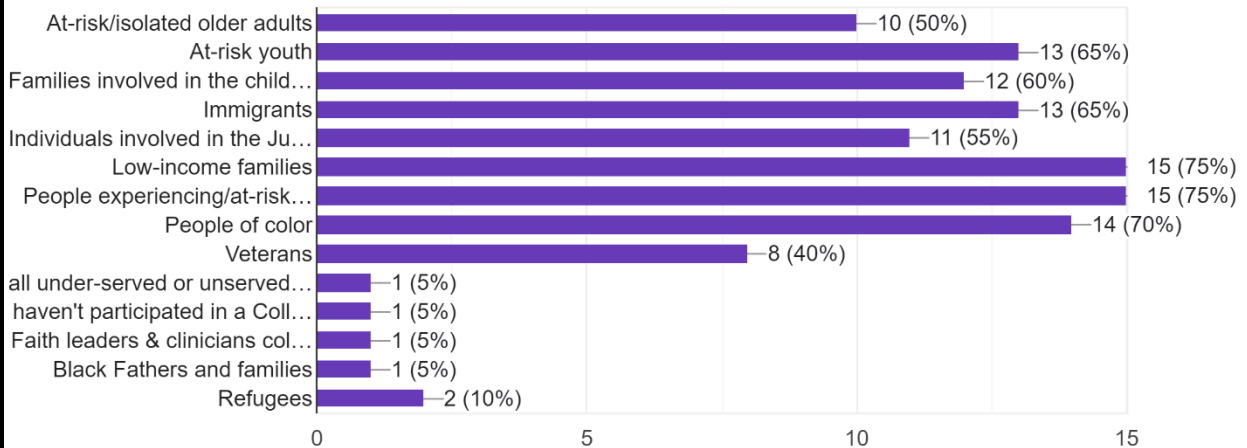


Target Populations Served

Overall, 70% of the collaboratives served people of color (70%). The majority of the collaboratives serve low-income families and people experiencing/at-risk of homelessness (75% each), followed by at-risk youth (65%), families involved in the child welfare system (60%), individuals involved in the justice system (55%), and at-risk/isolated older adults (50%).

5. Which Board priority population(s) does/did this Collaborative serve?

20 responses

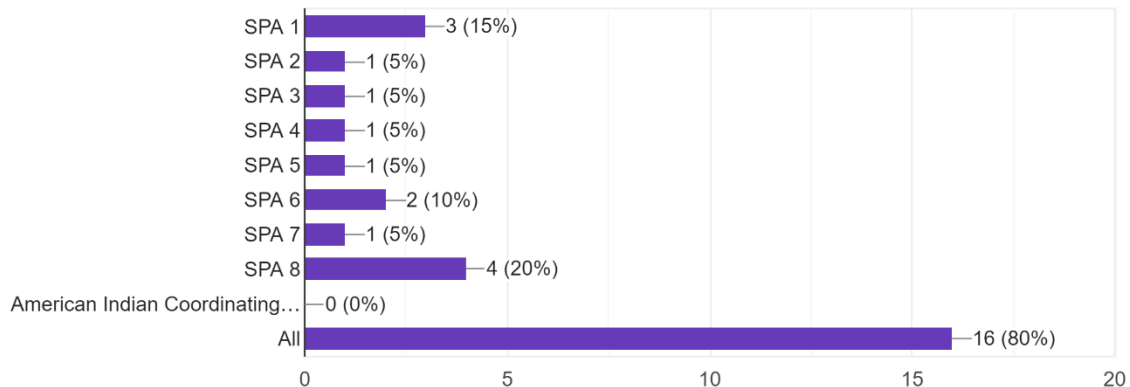


Geographic Coverage

Most are countywide collaboratives; 16 (80%) of the FBO-Los Angeles County collaboratives serve all 8 Service Planning Areas (SPAs) with SPA 8 with 4 collaboratives and SPA 1 with three collaboratives having the most.

7. Which Service Planning Area(s) (SPAs) does/did the Collaborative serve?

20 responses

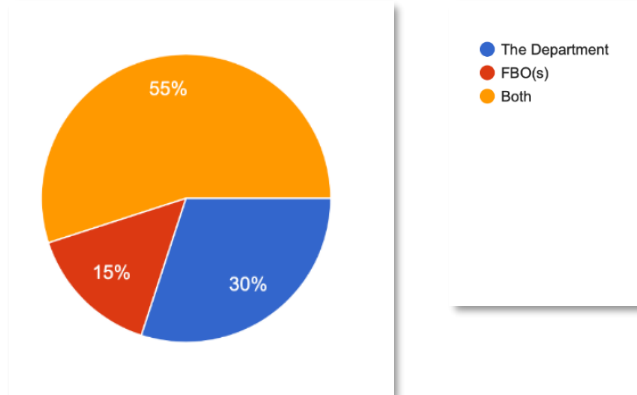


All Supervisorial Districts (SDs) have at least one collaborative. SD 4 with four collaboratives and SD 5 with three collaboratives have the most.

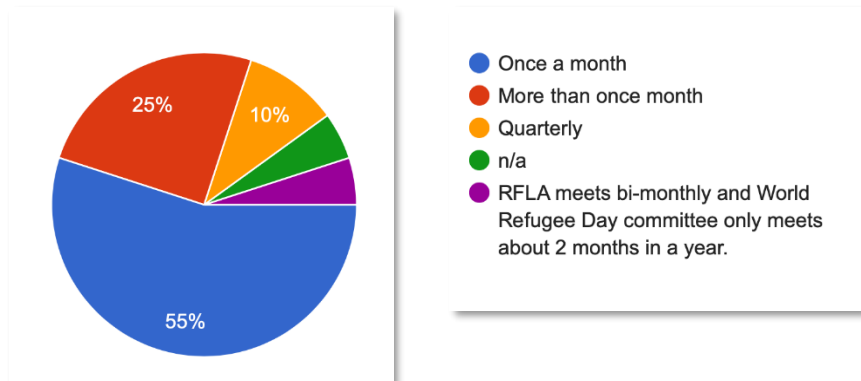
Meeting Formats

Overall, there were 20 responses regarding meeting formats.

The FBOs and County departments serving as co-chairs was the approach used the majority of the time (60%), followed by County departments serving as chairs (30%).



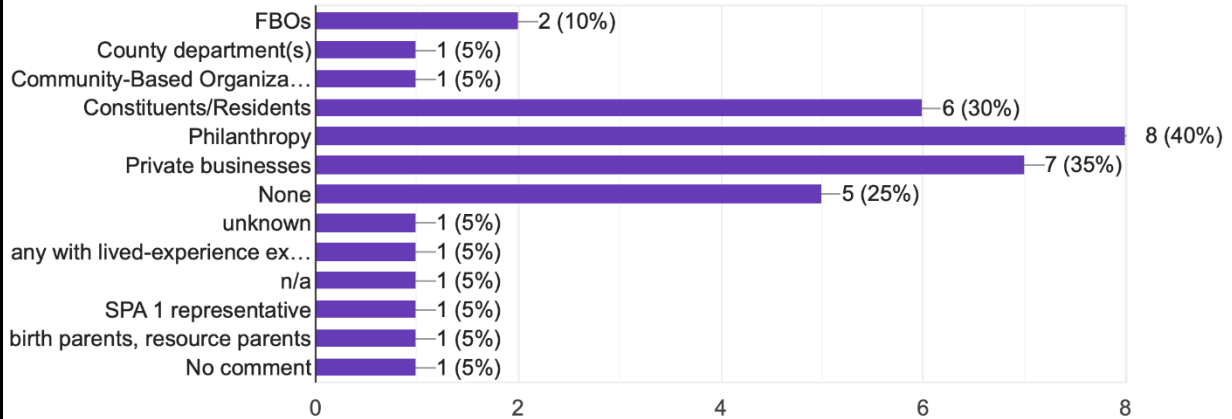
Most FBO-Department partnerships meet/met monthly (55%), although 25% meet/met more than once per month.



When asked what key members are/were missing from the collaborative efforts, philanthropy (40%) and private business (35%) were cited most often. Overall, however, 25% felt no key members were missing.

17. What key members are/were missing from the Collaborative?

20 responses

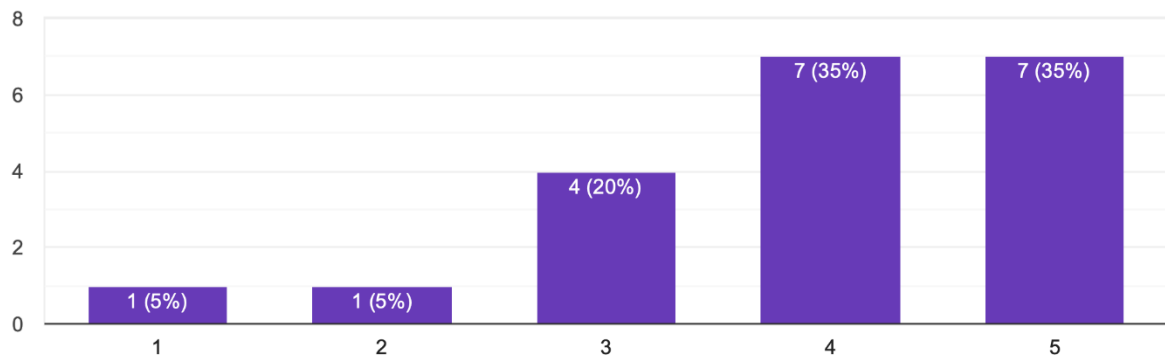


Effectiveness, Replication, and Sustainability

The majority of the County departments (70%) report that the collaboration has been highly effective or effective in achieving its goals.

32. The Collaborative has been highly effective in achieving its goals.

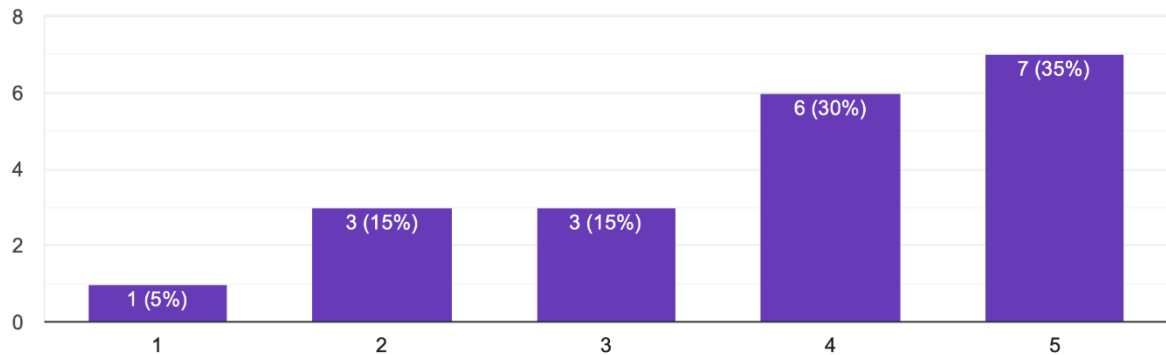
20 responses



When asked if the collaborative approach used in the County department could be easily duplicated across the county, 75% indicated it could be replicated. The other collaborative approaches were more specific and, thus, not as easy to duplicate.

36. The Collaborative and its efforts can be easily duplicated across the County.

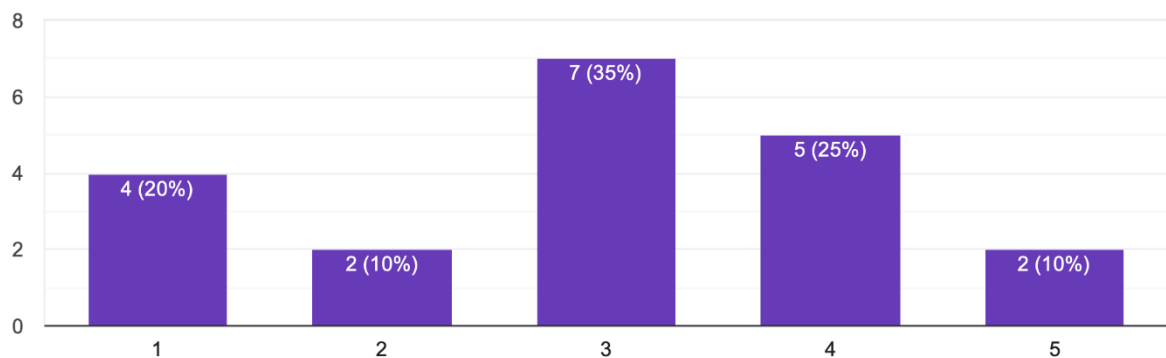
20 responses



In contrast, when asked if the collaboration could be sustained over a long time with minimal effort, one-third (35%) agreed or agreed fully. More than one-third (35%) of the County departments were unsure and another one-third (30%) were less optimistic.

33. The Collaborative can be sustained over the long run with minimal effort.

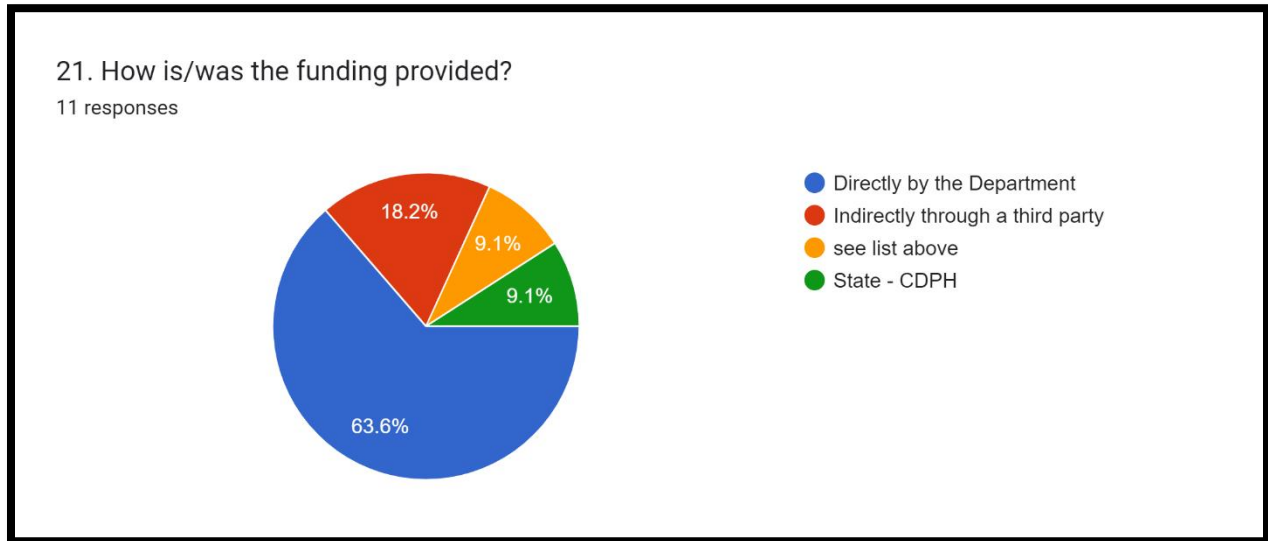
20 responses



Funding Challenges

Overall, 55% of the County departments provided some funding to the collaboratives. Of the 11 collaboratives receiving funding, 64% were directly funded by County departments, followed by

18% funded indirectly through a third-party, 9% through the State of California Department of Public Health, and 9% from other sources.



For example, the CEO has worked with DHS and Los Angeles Homeless Services Authority (LAHSA) to 1) allow staff to support its Faith Collaborative to End Homelessness (FCEH) and 2) secure a consultant to help support the work of the FCEH and respond to a Board Motion.

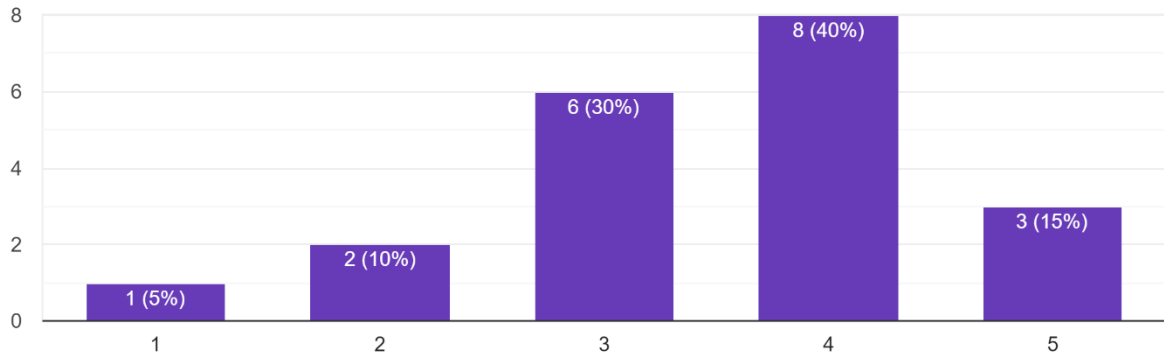
Other County departments recognized that FBOs had resources needed by shared clients/constituents (e.g., individuals, families, etc.). At the same time, the County had resources that could be distributed through FBOs.

Approximately 55% of the County departments report that they have provided the needed support for a successful and sustained collaboration; specifically, the needs are for:

- Resources
- Multi-year funding
- Funding for capital, program, and capacity building
- Consultant support
- Assigned departmental staff and liaisons with FBOs to establish and maintain FBO relationships

34. The Department has been able to provide the needed supports required for the success of the Collaborative.

20 responses



The primary challenges cited regarding sustainability of the collaboratives were in the areas of funding and non-funded requirements:

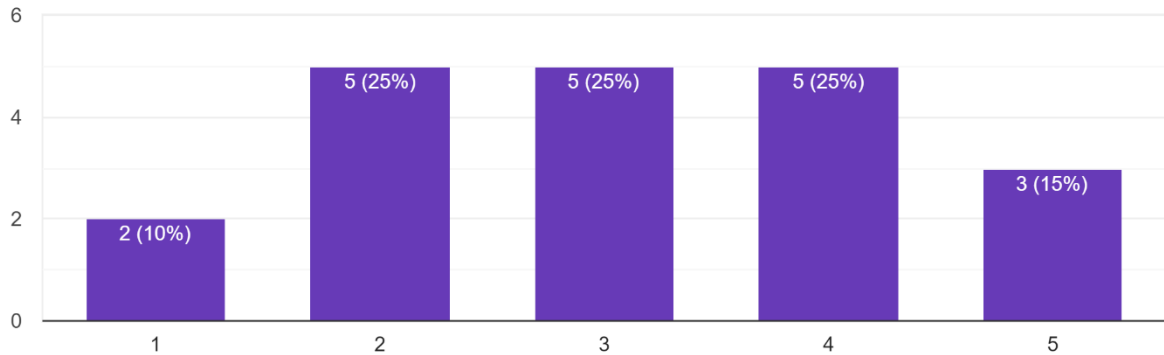
- Lack of long-term funding
- Soliciting process affected funding
- Funding fluctuations that do not match needs of population addressed
- Lack of dedicated FBO staff in County departments
- Keeping FBOs participating with no tangible incentives to offer them

In most of the collaborations, the County provided in-kind resources 55% of the time.

The needs of those populations being served require County resources. County departments are less optimistic; 40% feel they do not have enough resources to support the collaboratives' target populations. Another 35% indicate they require more resources.

35. There are enough countywide resources available to support the Collaborative's target population(s).

20 responses



Beyond funding were other challenges:

- Collaboration across the vast County, including:
 - Ability to scale up and collaborate within and outside of County government
 - Information sharing
 - Coordination/connection to other services when serving the same populations
 - Events with multiple County departments
- Complex County processes, including procurement and contract changes
- Culture shift within the County to better understand FBOs
- Service provision, including:
 - More locations
 - More members of populations served
 - Outcome studies
 - More projects to offer populations
 - Better services to offer (more housing)
 - More engagement and outreach to FBOs and populations
 - Provision of services to individuals with no documentation, transportation, phones, etc.
- Training, including:
 - FBO administrative support and technical training
 - Teamwork training for both County staff and FBOs
 - Departmental and FBO capacity building



- Outreach, including difficulties in reaching CBOs and FBOs in the county – diverse faiths and ethnicities. The County currently relies on an ad hoc approach with no coordinated way to conduct outreach or share information.
- Lack of communication with FBOs to share information and develop a better understanding of the FBOs through conversation and surveys

Specific Los Angeles County Department Collaborations with FBOs

As part of the survey, County departments described existing or prior FBO-County collaborations. Of the collaboratives described, 85% of them still exist.

CEO and Los Angeles Homeless Services Authority

In December 1993, the Board of Supervisors, Los Angeles City Mayor, and Los Angeles City Council created LAHSA as an independent, joint powers authority (JPA). The CEO has the Homeless Initiative (HI).

CEO HI and LAHSA	Faith Collaborative to End Homelessness (FCEH)
Target Population	People experiencing/at-risk of homelessness
Purpose	<p>To support a program of the department to educate FBOs on resources available to serve people experiencing homelessness (PEH) that they may come into contact with</p> <p>LAHSA's participation in the FCEH is to help support bridge building between FBOs and the traditional homeless service system on the work being done to support PEH.</p>
Goals	<p>FCEH exists to coordinate, expand, and strengthen partnership efforts with FBOs to effectively serve PEH. The goal is to help identify FBOs' opportunities, needs, and barriers to becoming formal contracted partners in the homeless services delivery system.</p> <p>The work of the group is presently focused on community outreach for engagement in the Los Angeles County HI Survey of FBOs and providing feedback to homeless services system change refinements.</p>
Collaboration	CEO's HI and LAHSA: The FCEH brings faith community leaders from all across the county together to discuss challenges and needed support in their work as FBOs and how best to collaborate with government entities. FCEH has also been successful in building the capacity and education of FBOs on the traditional homeless service system and providing feedback on needed systems changes.
Initiated	2019
SPAs Served	All



CEO HI and LAHSA	Faith Collaborative to End Homelessness (FCEH)
Stakeholders Engaged	<ul style="list-style-type: none">▪ FBOs▪ County department(s)▪ CBOs▪ SD 1 Board Office representative
Funding	The FCEH is not funded.

Department of Children and Family Services (DCFS)

DCFS	LA County Faith Collaborative
Target Population	At-risk youth; families involved in the child welfare system; immigrants; individuals involved in the justice system; low-income families; people experiencing/at-risk of homelessness; people of color
Purpose	FBOs had resources needed by shared clients/constituents (e.g., individuals, families, etc.). The County had resources that could be distributed through FBOs.
Goals	The goal is to have all faith denominations present at one table for the greater need of the community to: <ul style="list-style-type: none">▪ Connect families with local FBOs▪ Support a program of the Department
Collaboration	Initially the City of Downey. Now it is through the FBO Living Tree Foundation.
Initiated	2018
SPAs Served	SPA 6 (Downey) and SPA 7 (Santa Fe Springs). Support for the Santa Fe Springs DCFS Office. Originally the City of Downey, now the Living Tree Foundation.
Stakeholders Engaged	<ul style="list-style-type: none">▪ FBOs▪ County department(s)▪ Constituents/residents
Funding	Lack of funding allocated to faith-based efforts by DCFS

DCFS	Faith-Based Networking Council Meeting
Target Population	At-risk youth; families involved in the child welfare system; low-income families; people experiencing/at-risk of homelessness; people of color
Purpose	To develop relationships and serve the needs of youth in care through faith in action and support a program of DCFS.
Goals	To engage in the community to better serve youth and families through donations, services, visitation centers, coordinating events, etc.



DCFS	Faith-Based Networking Council Meeting
Collaboration	FBOs had resources needed by shared clients/constituents (e.g., individuals, families, etc.). The County had resources that could be distributed through FBOs.
Initiated	2022
SPAs Served	SPA 1
Stakeholders Engaged	<ul style="list-style-type: none">▪ FBOs▪ County department(s)▪ CBOs▪ Constituents/residents▪ Philanthropy▪ Private businesses
Funding	None
Needed Funding	<ul style="list-style-type: none">▪ Long-term funding is needed to sustain the Faith Collaborative on an ongoing basis. It would help to strengthen the co-leadership of the Collaborative by providing stipends and reimbursement of expenses related to activities and travel associated with the work of the Co-Chairs.▪ Ongoing funding is needed for communication-related items, such as an external website that DCFS faith partners and the faith community can interface with to receive updates and information.

DCFS	South Bay Faith Council (SBFC)
Target Population	At-risk/isolated older adults; at-risk youth; families involved in the child welfare system; immigrants; individuals involved in the justice system; low-income families; people experiencing/at-risk of homelessness; people of color; veterans
Purpose	FBO congregations will work in partnership with DCFS to empower the most vulnerable children, youth, and families.
Goals	<ul style="list-style-type: none">▪ Build and maintain workable relationships between faith communities and DCFS▪ Empower and support individuals with opportunities to grow▪ Facilitate self-sufficiency and independence
Initiated	2012
SPAs Served	SPA 8 and SD 4 in the South Bay
Stakeholders Engaged	<ul style="list-style-type: none">▪ FBOs▪ County department(s)▪ CBOs
Funding	None, which limits ability to support the effort



DCFS	South County Faith Collaborative
Target Population	At-risk/isolated older adults; families involved in the child welfare system; low-income families; people of color
Purpose	This Faith Collaborative is designed to: <ul style="list-style-type: none">▪ Review the needs of children, youth, and families▪ Look at the gaps in needs for DCFS and the community to prevent families from coming to the attention of DCFS▪ Assist those who come into contact to provide the support needed to achieve timely permanency
Goals	To gain more insight into the needs of DCFS families and communities and better collaborate to ensure more can be done for families.
Initiated	2021
SPAs Served	SPA 8
Stakeholders Engaged	<ul style="list-style-type: none">▪ FBOs▪ County departments▪ CBOs
Funding	Up to \$60,000. The South County office has used a large portion of Prevention and Aftercare Funding to help sustain community engagement, availability of resources/activities for families, supporting the needs of family friendly visitation, and now Eliminating Racial Disparity and Disproportionality efforts.

Department of Health Services (DHS)

DHS	COVID-19 Testing Equity Collaborative
Target Population	At-risk/isolated older adults; at-risk youth; families involved in the child welfare system; immigrants; individuals involved in the justice system; low-income families; people experiencing/at-risk of homelessness; people of color; veterans
Purpose	<ul style="list-style-type: none">▪ To expand access to COVID-19 testing, safety information, health services and vaccine distribution▪ To reach hard hit neighborhoods through trusted messengers in the community, including FBOs and community leaders.
Goals	To provide more ready access to COVID-19 information, testing, health services, and vaccines to their congregations and local communities.
Collaboration	<ul style="list-style-type: none">▪ DHS▪ FBOs▪ CBOs



DHS	COVID-19 Testing Equity Collaborative
Initiated	2020; no longer exists. Funding ended and the needs have changed. DHS would have liked to continue to have funding to work with FBOs in other capacities.
SPAs Served	All

DHS	Homeless Coalition
Target Population	At-risk/isolated older adults; at-risk youth; families involved in the child welfare system; immigrants; individuals involved in the justice system; low-income families; people experiencing/at-risk of homelessness; people of color; veterans
Purpose	Meetings of homeless service providers and stakeholders
Goals	Original goal was to improve the accuracy for the LA Homeless Count but then continued to sustain stakeholders' resources and collaborations in every SPA.
Collaboration	City, County, and LAHSA: Coalition participants decided to become an ongoing membership organization to share information on Los Angeles City, the County, and Federal homeless policy, funding sources, and anything that might affect the lives of the homeless.
Initiated	2012
SPAs Served	All
Funding Sources	<ul style="list-style-type: none">46% Federal (HUD)11.8% State (CoC HHAP, CESH)45.8% LAC (Measure H, etc.)37.6% City0.2% Others (Kaiser, Hilton Foundation, etc.) from https://www.lahsa.org/budget Note: Percents exceed 100%

Department of Mental Health (DMH)

DMH	Service Area Leadership Teams (SALT)
Target Population	At-risk/isolated older adults; at-risk youth; families involved in the child welfare system; immigrants; individuals involved in the justice system; low-income families; people experiencing/at-risk of homelessness; people of color; veterans
Purpose	The primary goal of each SALT is for representatives of the community to convene and develop stakeholder priorities that will advise DMH on its planning to develop and improve its services and partnerships. The recent



DMH	Service Area Leadership Teams (SALT)
	name change from SAACs to SALTs is to emphasize that these multi-stakeholder meetings provide access to and can be attended by any stakeholder in each geographic region.
Goals	Each SALT functions as a local forum of consumers, families, service providers and community representatives to provide DMH with information, advice and recommendations regarding functioning of local service systems, mental health service needs, effective/efficient use of available resources, and maintenance of two-way communication between DMH and various groups and geographic communities.
Collaboration	Approved by the Board of Supervisors
Initiated	2014
SPAs Served	All

DMH	Health Neighborhoods
Target Population	At-risk/isolated older adults; at-risk youth; families involved in the child welfare system; immigrants; individuals involved in the justice system; low-income families; people experiencing/at-risk of homelessness; people of color; veterans
Purpose	DMH's Office of Integrated Care brings together health and mental health providers, public health and substance use disorder treatment providers, and a variety of social service and community support agencies to improve the health and wellness of our communities.
Goals	To improve the health and wellness of our communities
Collaboration	FBOs had resources needed by shared clients/constituents (e.g., individuals, families, etc.). Health Neighborhoods bring together each region's primary stakeholders to mobilize change, share resources, and implement strategies for helping communities throughout LA County.
Initiated	2014
SPAs Served	All
Stakeholders Engaged	<ul style="list-style-type: none">▪ FBOs▪ County department(s)▪ CBOs



DMH	Faith-Based Advocacy Council (FBAC)
Target Population	At-risk/isolated older adults; at-risk youth; families involved in the child welfare system; immigrants; individuals involved in the justice system; low-income families; people experiencing/at-risk of homelessness; people of color; veterans
Purpose	Recognizing the vital role of spirituality in hope, wellness, and recovery, DMH gathers diverse clergy, FBOs, CBOs, and mental health professionals to engage in mutual learning, consultation, and support during monthly roundtables and quarterly clergy breakfasts.
Goals	<p>To promote hope, wellness, and recovery through collaboration with faith-based leaders:</p> <ul style="list-style-type: none">▪ Increase integration of spirituality and mental health▪ Increase awareness of and access to mental health services▪ Decrease stigma for seeking help from mental health professionals▪ Share information and resources▪ Enhance clinical and diverse spiritual perspectives
Collaboration	FBOs
Initiated	2003
SPAs Served	Designates a faith-based staff/liaison for each SPA
Stakeholders Engagement	<p>In 2012, DMH produced the Spiritual Self-Care Manual and Toolkit: <u>Empowering People on Their Recovery and Wellness Journey</u>, a 182-page manual that has since been translated into Korean and Spanish. It was widely disseminated to train faith-based community leaders to facilitate spiritual self-care groups in their congregations.</p> <p>The FBAC organized the first faith-based community leaders conference on February 11, 2020.</p>

Department of Public Health (DPH)

DPH	African American Infant and Maternal Mortality Community Action Team
Target Population	At-risk youth; low-income families; people experiencing/at-risk of homelessness; people of color; Black fathers and families
Purpose	To mobilize community engagement among stakeholders who provide services to African American women and their families, also impact the communities and providers who serve them to decrease provider implicit bias and racism to decrease infant and maternal mortality
Goals	To have a seat at the table and reach the communities as they are most trusted and have much wider reach in those impacted communities



DPH	African American Infant and Maternal Mortality Community Action Team
Collaboration	First 5 LA, DPH, Perinatal Equity Initiative, State funded, Whole Person Care-LA funding
Initiated	2017
SPAs Served	All SPAs with emphasis on SPA 1; SPA 6; SPA 8
Funding	\$4.7 million from Title V MCH Block Grant (CA State Department of Public Health), State General Fund

Department of Public Social Services (DPSS)

DPSS	Community Engagement Unit
Target Population	At-risk/isolated older adults; at-risk youth; families involved in the child welfare system; immigrants; individuals involved in the justice system; low-income families; people experiencing/at-risk of homelessness; people of color; veterans
Purpose	To learn more about DPSS programs and better understand how to effectively connect the public to DPSS.
Goals	<p>The goal in strengthening community engagement is to improve public access to timely, accurate, and helpful information about DPSS services; provide an accessible means to engage with DPSS; and allow DPSS to swiftly respond to community needs and concerns.</p> <p>Since April 2021, the Community Engagement Manager has interacted with more than 2,750 community members and nearly 470 CBOs and delivered 44 community presentations to promote awareness of DPSS's programs.</p>
Collaboration	CBOs and FBOs
Initiated	2021
SPAs Served	All
Stakeholders Engaged	It is challenging to reach all FBOs and CBOs throughout the county, an expansive geographic reach with its own unique needs. Many CBOs are short on staffing so attending a virtual DPSS meeting is difficult for some. Many smaller CBOs prioritize responding to community needs.



DPSS	DPSS Community Engagement Virtual Meetings
Target Population	At-risk/isolated older adults; at-risk youth; families involved in the child welfare system; immigrants; individuals involved in the justice system; low-income families; people experiencing/at-risk of homelessness; people of color; veterans
Purpose	Build relationships with CBOs that serve DPSS's customer base and help DPSS to raise public awareness of its benefit programs and other services offered to all residents.
Goals	Learn more about what DPSS has to offer the FBOs, build a stronger connection with local government, and assist with resolving customer service issues
Collaboration	CBOs and FBOs
Initiated	2020
SPAs Served	All
Stakeholders Engaged	In less than two years in the current pandemic environment, DPSS has connected with almost 1,000 organizations in the community, including FBOs. Information about DPSS programs has been shared with the community, and the CBOs/FBOs are encouraging their clients and constituents to apply for DPSS benefit programs. Organizations are increasingly contacting DPSS for information and the base has grown. The virtual meeting environment has been successful.

DPSS	DPSS Community Engagement with CBOs/FBOs
Target Population	Lower income, ethnically diverse communities
Purpose and Goals	To reach ethnically diverse communities to provide up-to-date news, information, and resources.
Collaboration	<ul style="list-style-type: none">▪ CBOs▪ FBOs▪ DPSS
Initiated	2020
SPAs Served	All
Stakeholders Engaged	Reached more than 400 organizations, including many with diverse languages and types of communities



DPSS	Refugee Employment Acculturation Services (REAS)
Target Population	Immigrants; low-income families; refugees
Purpose	Provided employment, acculturation, case management, and training services to the refugee/immigrant population. Services to help refugees/immigrants to adapt to the American way of life and work environment, learn English, find employment, and achieve economic upward mobility.
Goals	Similar to the goals described above. Additional goal(s) was to meet or exceed the performance measures set by DPSS Refugee Employment Program for the REAS contract. DPSS provided refugee employment and acculturation services to refugee populations and exceeded several performance outcomes, such as the entered employment rate, post-90-days employment retention, and above-minimum hourly wages.
Collaboration	FBOs; County department(s); constituents/residents
Initiated	No longer exists. Lengthy contract amendment process, drastic variations in refugee arrivals, and decreased funding as per State and Federal funding allocations.
SPAs Served	Countywide
Funding	Federal Refugee Social Services and Targeted Assistance grants, (State) Trafficking and Crime Victims Assistance Program (TCVAP), and (State) Single Allocation and Family Stabilization funding

DPSS	World Refugee Day/ Refugee Inquires
Target Population	Immigrants; refugees
Purpose	DPSS collaborates with the Refugee Forum of Los Angeles (RFLA) World Refugee Day Committee on an annual celebration to raise awareness on refugees' plight, celebrate their contributions to Los Angeles County, and exhibit various available benefits and resources that may be available to refugees and immigrants. FBOs also make inquiries on DPSS services/benefits for refugees.
Goals	Similar to the goals described above. Additional goal may be to highlight the critical need for refugee resettlement services in Los Angeles County.
Collaboration	RFLA's World Refugee Day Committee. Part of the collaboration with Interfaith Refugee & Immigration Services and Hebrew Immigrant Aid Society.
Initiated	Existing
SPAs Served	All



Probation

Probation	Credible Messenger Program
Target Population	Individuals involved in the justice system
Purpose	A transformative mentoring program for those on adult felony probation between the ages of 18-25, referred to as Emerging Adults (EA).
Goals	Incorporation of positive young development values, principles, and practices for EAs
Collaboration	The FBO provides on-site program services at their facility.
Initiated	2021
SPAs Served	All
Stakeholders Engaged	This partnership involves Probation, Department of Youth Development (Office of Diversion and Re-entry), and Christ Centered Ministries to deliver a transformative mentoring program for EA felony clients.
Funding	Probation and ODR funding

Part A.III – Faith-Based Coalitions in Los Angeles County

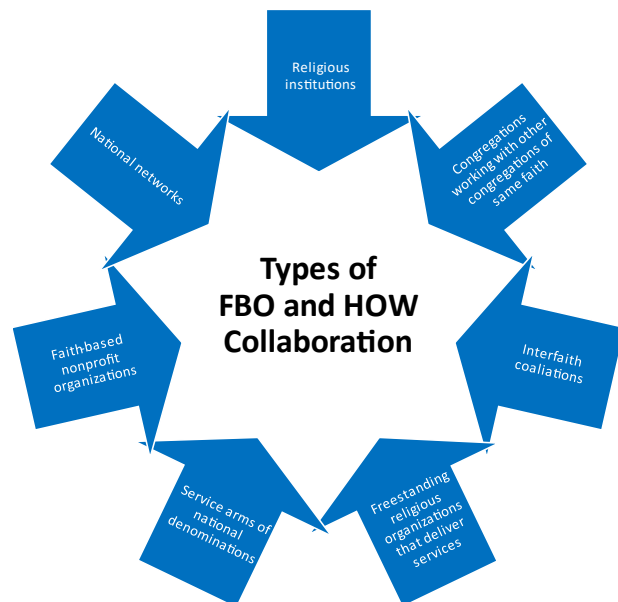
In addition to the coalitions described in Part A.II with County departments, other FBO-partnerships, FBO-government models, and interfaith coalitions exist throughout the county. A few are highlighted in this part.

Faith-Based Partnerships

There are thousands of faith-based partnerships across the nation that are separate from government. Many focus on specific issues, such as poverty, immigrant rights, genocide prevention, community development, housing, income inequality, youth, foster children, or social justice, among others.

These partnerships typically involve different types of groupings of FBOs:

- Religious institutions that deliver services and rely on partnering with their volunteers
- Congregations working with other congregations of the same faith
- Interfaith coalitions collaborating across different religious groups
- Freestanding religious organizations that deliver services (e.g., YMCA, YWCA)
- Service arms of national denominations (e.g., Catholic Charities, Lutheran Social Services)
- Nonprofit organizations with a faith-based mission that collaborates with FBOs
- National networks, which include national denominations, their social service arms, and networks of related organizations





FBO-Government Coalitions Based in Los Angeles County

Los Angeles County has more than 4,000 faith communities. This section describes FBO coalitions that are located in Los Angeles County and involve governmental agencies. Some of these coalitions, but not all, include the County of Los Angeles.

Clergy Community Coalition (City of Pasadena)

The [Clergy Community Coalition \(CCC\)](#) is committed to serving the people of Pasadena during “...global pandemic, national racial unrest, housing and economic insecurity, and inequities in many social support systems.”

Individuals from many different denominations and faith partner with “...civic, non-profit and community leaders seeking the well-being of our city in partnership...” to “...create a community where every person can flourish.” Its motto is: “One Church. One People. One Purpose.”

Its initiatives cluster around:

- **Education equity** – The CCC Education Equity Committee partners with the Pasadena Unified School District (PUSD) and such organizations as Stars (described later), Harambee Ministries, DayOne, and others to “...provide guidance for the faith community to leverage our resources and influence to ensure that children and youth receive the best possible education in a safe and nurturing environment.”
- **Public safety and policing justice** – In this initiative, the CCC partners with the Pasadena Police Department to “...seek solutions that lead to a safer, more peaceful and just community by offering clergy presence and spiritual support in times of crisis; exploring opportunities for faith community involvement in crime reduction; interrogating policing practices that are unjust and lead to community distrust of law enforcement while supporting strategies that build trust.”
- **Housing justice** – The CCC Housing Justice Committee consists of local clergy, individuals, and affordable housing-related organization representatives. Its purpose is to “...identify opportunities and develop or support strategies that leverage the resources and influence of the local church to address the housing crisis in our area.”

For example, the FBO partners in the CCC open their doors during cold weather and receive a stipend from the City of Pasadena to cover the costs of food, bedding, cleaning, etc.

CCC has an Executive Director and a Board.

Los Angeles County Faith Alliance (LACFA)

The Los Angeles County Faith Alliance (LACFA) is “...a network of interfaith communities united to serve LA County for the greatest impact.” LACFA is concerned about the current situation in Los Angeles County with “...ever increasing homelessness, poverty, numbers of children in foster care, mental health disorders, food insecurity, and incarceration.”



LACFA acknowledges that “...County departments recognize the critical role that we, as the faith community, play in serving individuals and families in need and are eager to work with us for solutions.” Among the County departments that are currently working with LACFA are:

- DCFS
- DMH
- Justice, Care, and Opportunities Department
- Homeless services in the County

LACFA believes that a more diverse and unified approach will result in greater and lasting impact. [LACFA's website](#) contains a link to its foster care services.

Los Angeles Regional Reentry Partnership (Countywide)

Formed 10 years ago, [Los Angeles Regional Reentry Partnership \(LARRP\)](#) is:

“...a network of public, community and faith-based agencies and advocates working together to ensure that our reentry system meets the needs of our agencies, communities, and the people we serve, both in terms of capacity and public policy.”

LARRP is unique since it is the only countywide network that brings together nonprofit organizations, government, and advocates to meet the needs of “...millions of formerly incarcerated and convicted (FIC) Angelinos and build public will for greater equity in the criminal justice system.”

LARRP focuses on obtaining increased funding for “...housing, health, and social services for the FIC people and those who serve them.” Its mission is to:

“...to support the development and implementation of a comprehensive, culturally competent, and effective community reentry system, by providing a strong community voice in public policy and funding decisions; by serving as a convener of reentry service providers, advocates, and other stakeholders; and by building capacity across the county to meet the needs of the reentry community. “

LARRP has an Executive Director and Steering Committee who represent LARRP at “...numerous County bodies, including the Public Safety Realignment Team (AB109), Office of Diversion and Reentry Permanent Steering Committee, Public Safety Blue Ribbon Commission, Probation Community Advisory Committee, Mayors Office Employment Blue Ribbon Commission, LEAD Policy Team, and the CDCR Advisory Committee.”

San Fernando Valley Interfaith Council (VIC)

San Fernando Valley Interfaith Council (VIC) administers a variety of services and programs for low-income individuals and families, and for adults 60 years and older, who are in the San Fernando Valley, including meals on wheels.



Stars (Pasadena Unified Schools)

Originally founded as the Lake Avenue Community Foundation (LACF) in 2001, [Star](#)'s focus is on youth and families from vulnerable Pasadena communities. It initially focused on after-school programs through a James Irvine Foundation grant and in partnership with Communities Organizing Resources to Advance Learning (CORAL). It launched an "Adopt-A-School" program with churches and PUSD schools, starting with Lake Avenue Church adopting Blair High School by bringing volunteers and resources to the school.

Over the years, it has expanded its focus to include mentoring, college support, teen mothers of preschoolers, youth violence intervention, summer enrichment programs, middle schools, and wellness in response to COVID-19. Today, through its community-collaborative approach, it delivers "9,000 hours of tutoring and mentoring annually to more than 200 students and their families" in northwest Pasadena and reports "...high school graduation rates are at 99%."

FBO-Affiliated Foster Family Agencies (FFAs) with County Contracts

Los Angeles County has more than 38,000 children in foster care, among the highest numbers in the United States. Of these children, 57.5% are under the age of 9. County government, CBOs, and FBOs are concerned about foster children because of the challenges they face when they age out of the foster care system and do not have a family. The [foster outcome metrics](#) are dire:

- **Homelessness** – 40% of teens who age out of foster care will be homeless in 2 years.
- **Incarceration** – 80% of current prison inmates have spent time in foster care.
- **Human trafficking** – 85% of youth recovered in sex trafficking raids in Southern California were in the foster system.
- **Early parenthood** – 56% of 21-year-old women who were formerly in the child welfare system are mothers.
- **Poverty** – 69% of teens who age out of foster care have been out of work at some point in the last year.

FFA Overview

Los Angeles County is home to many nonprofit organizations that work to provide homes and services for foster youth. Some have long histories, such as the [Children's Bureau](#), started in 1904, as part of the Community Chest (now United Way). DCFS partners closely with local FFAs to ensure children who cannot remain safely in their homes have quality caregivers. Among these FFAs are:

- [Adoptions at Vista Del Mar](#)
- Alliance Human Services, Inc.
- Allies for Every Child
- Alpha Treatment Centers
- Aspiranet Foster and Family Services
- [Aviva Family and Children Services](#)
- Bienvenidos Foster Family Agency
- [Building Better Families Together](#)
- Building Bridges



- California Institute of Health and Social Services (Children’s Way FFA)
- Child Help USA FFA
- ChildNet Youth and Family Services, Inc. (Foster Family Network)
- Children’s Bureau of Southern California
- Children’s Institute
- Concept 7, Inc.
- Counseling & Research Associates (Masada Homes FFA)
- Dangerfield Institute of Urban Problems
- David & Margaret Home Youth and Family Services FFA
- Eggleston Family Services
- Ettie Lee Homes, Inc.
- Extraordinary Families
- [Families For Children](#)
- Families Uniting Families
- Five Acres – The Boys & Girls Society of Los Angeles County
- Florence Crittenton Services of Orange County (Crittenton Services for Children & Families)
- [FosterAll*](#)
- [Fostering Home*](#)
- Fred Jefferson Memorial Home for Boys, Inc.
- Futuro Infantil Hispano
- Guardians of Love
- Hamburger Home Inc. (Aviva Family and Children’s Center)
- Hannah’s House Foster Care Program
- Hathaway-Sycamores Child and Family Services
- Hermanitos Unidos
- Holy Family Services Adoption and Foster Care*
- Homes of Hope
- Inner Circle
- [Kidsave](#)
- Koinonia Foster Homes, Inc.
- Korean American Family Services (KFAM)
- Latino Family Institute, Inc.
- McKinley Children’s Center
- Multicultural Service Center
- New Life
- Niños Latinos Unidos
- Nuevo Amanecer Latino Children’s Services
- Olive Crest Treatment Centers Inc
- Optimist Boy’s Home & Ranch, Inc.
- Penny Lane Centers
- [RaiseAChild](#)
- Rosemary Children’s Services
- Seneca Family of Agencies
- Serenity, Inc. Foster Care and Adoption
- South Bay Bright Future, Inc.
- The Village Family Services
- Trinity Youth Services*
- [United Friends of the Children](#)
- Vista Del Mar Child & Family Services
- Walden Environment
- Wayfinder Family Services
- [We The People](#)

Note: The FFA list is from the [DCFS website](#). The FFAs listed in [blue](#) are not on the DCFS but do work with DCFS.

Examples of FBO-Affiliated Foster Care Organizations

The FBO-affiliated foster care organizations with asterisks (*) are highlighted next, as examples.

Holy Family Services (HFS) Adoption & Foster Care

In 1949, [HFS Adoption & Foster Care](#) was the vision of its founders, Bob and Dolores Hope, to “...help find permanent adoptive homes for orphaned and at-risk youth, and for infant children whose mothers found themselves unable to care for them.”



Since 1949, HFS reports that it has finalized the most “...infant and child adoptions of any private adoption agency in California.” It focuses exclusively on adoption and foster care services.

In 2007, HFS became an institution of the Los Angeles Episcopal Diocese. Today, HFS delivers “...caring and personalized support for birth mothers considering the loving choice of adoption” and “...provide ongoing support services for our foster care resource families.”



Fostering Home

Fostering Home, a community and faith-based partnership, supports potential foster and adoptive parents. In 2018, DCFS held an event with Fostering Home to simplify the process of becoming a foster or adoptive parent and ensure recruitment efforts include all families.

FosterAll

In 1985, FosterAll (formerly known as Child S.H.A.R.E.) began with “one voice, one church and one family helping one child” with financial support from Westwood Presbyterian Church. Today, FosterAll (a nonprofit organization) has more than 350 faith partners who have placed 3,600 children in foster homes since its inception.



Its mission is to recruit “...prospective resource/foster parents from faith communities” and provide “...ongoing support to these heroic families so that they can provide safe and loving homes for the thousands of children who have been abused and neglected.”

Trinity Youth Services

Founded in 1966, two Orthodox priests decided to help “...delinquent, abused and neglected children and began Guadalupe Homes,” which today is Trinity Youth Services. Trinity Youth Services was originally housed in a renovated ranch-style home, which was once owned by Gloria Swanson, a film actor.



From those beginnings, Trinity Youth Services has grown and “...operates short-term residential therapeutic program campuses, mental health programs, an adoption agency and foster care services.”

Interfaith Coalitions

Interfaith Coalitions in Los Angeles

One structural option for a County partnership with religious organizations is the formation of a coalition of coalitions. Los Angeles County has many faith-based, ecumenical, and interfaith



coalitions that partner with each other and philanthropy. Some of the interfaith coalitions in Los Angeles County are:

- Antelope Valley Interfaith Council
- Clergy and Laity United for Economic Justice (CLUE)
- Culver City Area Interfaith Alliance
- Ecumenical Council of Pasadena
- Guibord Center – Religion Inside Out
- Harbor Interfaith
- Interfaith Communities United for Justice and Peace
- Interfaith Solidarity Network*
- Interreligious Council of Southern California*
- LA Voice
- Los Angeles Council of Religious Leaders (LACRL)*
- One LA-IAF*
- Regional Interfaith Organizations
- San Fernando Valley Interfaith Council
- South Coast Interfaith Council*
- Southern California Committee for the Parliament of the World’s Religions
- Southern California Ecumenical Council (interdenominational Christian)
- Spiritual and Religious Alliance for Hope (SARAH)
- Unity and Diversity World Council
- University Religious Conference at UCLA
- Whittier Area Interfaith Council (WAIC)
- Wilshire Center Interfaith Council

Examples of Local Interfaith Coalitions

The interfaith coalitions with asterisks (*) are highlighted next, as examples.

Interreligious Council of Southern California

Founded in 1969, the [Interreligious Council of Southern California \(ICSoCal\)](#) consists of members from the major religions of the world, including Hinduism, Judaism, Buddhism, Christianity, Muslim, Sikh, and Baha'i faith traditions as well as atheist/agnostic/secular gatherings. Its mission is to “...promote Religious Pluralism, Diversity, and Collaboration in Southern California.” ICSoCal has worked with Habitat for Humanity of Greater Los Angeles over the years.

Interfaith Solidarity Network

In response to the nation’s rising Islamophobia and hate crimes, 1,000 individuals turned out to a solidarity march in the San Fernando Valley in 2016. As an outgrowth of this march, the [Interfaith Solidarity Network](#) was formed in 2017. Its mission is to break down barriers and: “...inspire solidarity among faith communities in the San Fernando Valley.”

Today, the network consists of 49 churches, nonprofit organizations, and schools. The represented religions are Christianity, Judaism, Unitarian Universalist, Islam, Baha’i, Sikh, Buddhism, Hindu, and atheists and freethinkers, among others.

Los Angeles Council of Religious Leaders

Founded more than three decades ago as an informal alliance, the [Los Angeles Council of Religious Leaders \(LACRL\)](#) has a motto of “providing a moral compass for Southern California.” Its stewardship is in the areas of:



“...advocating for comprehensive immigration reform and local care of child refugees; working to eradicate racism together with economic disparities and inequities; collaborating for affordable housing for deserving constituencies including veterans and the homeless mentally ill; investing in employment and empowerment for area youth; engaging regional issues of climate change; and providing opportunities for interfaith prayer, dialogue, and wider civil discourse.”

Its active members include representatives from the African Methodist Episcopal (A.M.E.) Church and A.M.E. Ministerial Alliance, Judaism, Episcopal Diocese of Los Angeles, Los Angeles Buddhist Union, Presbyterian Church USA, Armenian Church (Western Diocese), Los Angeles Baha'i Center, Ward Economic Development Corporation LA, Southwest California Synod of the Evangelical Lutheran Church in America, Board of Rabbis of Southern California, Roman Catholic Archdiocese of Los Angeles, California Sikh Council, California-Pacific Conference of the United Methodist Church/Los Angeles Area, Islamic Center of Southern California, Vedanta Society of Southern California, United Church of Christ, and USC Cecil Murray Center for Community Engagement.

[One LA-IAF](#)

Affiliated with the Industrial Areas Foundation (IAF), [One LA-IAF](#) is a non-partisan network of “...diverse religious and non-profit institutions” across Los Angeles County that are “...committed to building relational power and exercising that power to strengthen our communities and bring about a more just society.”

One LA-IAF provides training in leadership and organizing skills, working together on community issues, and raising its revenues through membership dues. It does not accept government funding, which it states provides it with “...the freedom to act on the interests and values of our members.”

Its members focus on leadership development, vaccine equity, housing/homelessness, justice for working families including undocumented workers and their families, public transportation, health care, and education reform and equity. Their work involves advocacy for new legislature, improved services, and community improvements.

[South Coast Interfaith Council](#)

Founded in 1953, the [South Coast Interfaith Council \(SCIC\)](#) is “...the oldest and largest interfaith coalition in Southern California, serving 35 cities in Los Angeles and Orange Counties.” In 2004, it voted to expand from an ecumenical coalition of Christian faiths to an interfaith coalition. Today, it has more than 150 faith communities and 1,700 individual members. Its Board of Directors consists of 31 members of diverse faiths and cultures. It focuses on the greater South Bay-Harbor-Long Beach-West Orange County area.



Wilshire Center Interfaith Council

The [Wilshire Center Interfaith Council](#) is an interfaith group in Los Angeles that includes “...many of the city's oldest and most historic congregations.”

In 1988, the Council (then called the Wilshire Center Parish Association) and 12 Los Angeles congregations founded Hope-Net to provide food and housing for low-income individuals, focusing on economically poor areas of Wilshire Center, Koreatown, Rampart, and elsewhere. Since its formation, Hope-Net’s 8 food pantries and meal programs have provided emergency food for more than 1 million individuals, more than 110,000 last year.

In 1996, Hope-Net founded Hope West Apartments to provide 3-bedroom apartment units for 17 low-income families. It also operates its Hope Chest thrift store to serve individuals in need and generate financial support for the Council.

Whittier Area Interfaith Council

Formed in 1991, the [Whittier Area Interfaith Council \(WAIC\)](#) is a 501(c) (3) nonprofit organization that provides shelter and other assistance to individuals and families who are homeless in their community. WAIC also facilitates interfaith dialogue and education.



Part A.IV – Philanthropy Survey

As part of this project, philanthropic organizations completed a survey about its grants. These organizations included:

- Carrie Estelle Doheny Foundation
- Jewish Community Foundation of Los Angeles
- Specialty Family Foundation
- The Ralph M. Parsons Foundation
- William H. Tilley Family Foundation

Three of these foundations have partnered with the County.

Grants

Grant Awards

Funding levels ranged from under \$100,000 to \$2 million or more per year.

All currently award grants to FBOs. Four of the philanthropic organization have focused on specific denominations or faiths (e.g., Catholic or Jewish). FBO grantees range from 3 to more than 200. Four of the philanthropic organizations use an open application process; two invite applications from selected FBOs.

Grant Purposes

Support is provided for multiple purposes, including general operating, capital grants, and program/project grants. Funding is also awarded for a variety of purposes, related to their organizations' priorities, such as:

- At-risk, isolated older adults
- At-risk, isolated youth
- Low-income families
- Individuals at risk of homelessness
- Veterans
- Immigrants

The philanthropic organizations indicated a preference to focus funding on service delivery as contrasted with evangelical elements of FBOs.

Funding Challenges

- Lack of infrastructure of FBOs
 - Lack of accounting capacity
 - Insufficient staffing



- Insufficient internal protocols
 - Barriers to measuring impact
- Smaller FBOs have difficulty competing
- Lack of FBO financial transparency – no audits or filing of 990s
- Lack of some FBO access to capacity building /FBO isolation from others
- Look to support County-FBO partnerships
 - Recognizes that the County is “very slow”
 - Understands the challenges in finding organizations and contacts
 - Identifies funding limitations over time versus “evergreen” funding which does not have a limited life
 - Realizes the need to overcome distrust on both sides – “strings” attached to County dollars and County’s patronizing attitudes
 - Desires to promote innovation through pilot projects that serve as catalysts to larger joint efforts that can be sustained through government funding streams

Part B:

Faith-Based Organization (FBO) and Houses of Worship (HOW) Listening Sessions





Part B: Listening Sessions

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Part B.I – Faith-Based Working Group (FBEW)

On May 17, 2022, the County of Los Angeles Board of Supervisors (Board) passed the “Coordinating Faith-Based Outreach to County Departments Motion” (Motion) to identify how the County might establish a partnership with Faith-Based Organizations (FBOs).

Part B describes the methodology for facilitating Listening sessions and profile of the 371 individuals attending them. Attendees represented FBOs, Houses of Worship (HOWs), Community-Based Organizations (CBOs), philanthropy and other entities. The majority were FBO/HOW leaders and their collective input at the 12 Listening Sessions, by Supervisorial District and site, is summarized in Part B.

FBEW Members

The Motion called for the formation of a Faith-Based Engagement Working Group (FBEW) to guide the process. Each Supervisor appointed two representatives (who in turn could appoint a “back-up” person) to serve on the FBEW. Other FBEW members were added to provide countywide perspectives and broaden religions represented on the FBEW. In addition, six philanthropic organizations and eight County departments or agencies were included who actively work with the underserved populations.

FBEW Membership



Faith-Based

- Archdiocese Office
- Calvary Santa Monica (SD 3)
- Churches in Action (SD 4)
- Eastmont SDA Church (SD 1)
- Faith Foster Families Network (SD 2)
- Foster All (SD 5)
- God’s Pantry (SD 1)
- Jewish Federation of Greater LA
- Living Faith Cathedral (SD 5)
- San Pedro United Method. Church (SD 4)
- Victory Outreach (SD 3)
- Interfaith Solidarity Network
- Islamic Center of Southern California
- California Sikh Council



Philanthropy

- Carrie Estelle Doheny Foundation
- Conrad N. Hilton Foundation
- Specialty Family Foundation
- The Jewish Community Foundation of Los Angeles
- The Ralph M. Parsons Foundation
- William H. Tilly Foundation



County Depts./Agencies

- Children and Family Services
- Health Services
- CEO HomelesInitiative
- LA HomelesServices Authority
- Mental Health
- Public Health
- Public Social Services
- Probation



Note: Individuals who are Designees or “back-up” representatives are indicated with an asterisk (*).

	Organization/Agency	Last Name	First Name	Title
Board Office Appointees from the Faith-Based Community				
SD 1	God’s Pantry	Dolce	Augusto “Goose”	Executive Director
SD 1*	God’s Pantry	Basterrechea	Sergio	Operations Director
SD 1	Eastmont SDA Church	Torres	Jesus	
SD 2	Faith Foster Families Network	Harris	Nancy	Executive Director
SD 3	Calvary Santa Monica	Mossett	Lemuel M	Reverend
SD 3	Victory Outreach	Nunez	Javier	Pastor
SD 3*	Victory Outreach	Nunez	Gloria	
SD 4	San Pedro United Methodist Church	Williams	Lisa	Pastor
SD 4	Churches in Action	Mendez	Juan Carlos	Bishop
SD 5	Living Faith Cathedral	Dorris	Darrell	Bishop
SD 5	FosterAll	Moore	Lou	Executive Director
	California Sikh Council	Khalsa	Nirinjan	Executive Director
	Islamic Center of Southern California	Ricci	Omar	Chair
	Interfaith Solidarity Network	Tamm	Daniel	Board Chair (and Deacon at All Saints’ Church in Beverly Hills)
countywide	Archdiocese of Los Angeles	Cuevas	Isaac	Director of Immigration and Public Affairs
countywide	Jewish Federation of Greater Los Angeles.	Hronsky	Sarah	Rabbi
Philanthropy				
1	Carrie Estelle Doheny Foundation	Shepard	Nina	Chief Administrative Officer/Chief Financial Officer
1*	Carrie Estelle Doheny Foundation	Sanders	Catherine	Program Director
2	Specialty Family Foundation	Womac	Joe	President
3	The Ralph M. Parsons Foundation	Garen	Wendy	President and Chief Executive Officer
3*	The Ralph M. Parsons Foundation	Anketell	Romesh	Program Officer
4	The Jewish Community Foundation Los Angeles	Strongin	Naomi	Vice President, Center for Designed Philanthropy



	Organization/Agency	Last Name	First Name	Title
4*	The Jewish Community Foundation Los Angeles	Fong	Warren	Senior Program Officer
5	Conrad N. Hilton Foundation	Kassim-Lakha	Shaheen	Director, Strategic Partnerships
5*	Conrad N. Hilton Foundation	Huguet	Rachel	Partnerships Officer
6	William H. Tilley Family Foundation	Myers	Brad	Principal Advisor
County Departments and Agencies				
1	Chief Executive Office, Homeless Initiative	Colchado	Leticia	Principal Analyst
2	Children and Family Services	Parks-Pyles	Angela	Deputy Director
2*	Children and Family Services	Robinson	Dominique	DCFS Faith Based Program Manager
2*	Children and Family Serves	Melendez	Mikaella	Children Services Administrator
3	Health Services	Gorman	Anna	Program Implementation Manager
3*	Health Services	Rubell	Eve	Senior Staff Analyst
4	Mental Health	Jones	Martin	South County Clinical Chief
4*	Mental Health	Wilcoxon	Jacquelyn	Mental Health Program Manager III
5	Public Health	Vasquez	Sonya	Director, Center for Health Equity
5*	Public Health	Chan	Scott	Senior Staff Analyst
6	Public Social Services	Pirim	Nurhan	Human Services Administrator III
7	Probation	Giron	Richard	Deputy Director
7*	Probation	Martinez	Renee	Adult Consultant/Director
8	Los Angeles Homeless Service Authority	Crosby	Allyson	Associate Director, Systems Alignment

FBEW Charter

At the start of the process, FBEW members established its charter to guide their work.

Mission

The County recognizes the value of working closely with the faith-based community and philanthropy to better serve our most vulnerable populations. The FBEW serves in an advisory capacity to the CEO regarding opportunities for working together through a County commission



or body. On the basis of input from the FBEW and the Listening Sessions,¹ the CEO will provide recommendations to the Board to create a permanent coordinated faith-based commission or body.

Target Beneficiaries – Our Underserved Populations

FBOs, HOWs, philanthropy, and Los Angeles County departments involved in health and human services have programs designed to address the needs of the county’s most vulnerable populations – including people experiencing homelessness, families involved in the child welfare system, at-risk youth, low-income families, isolated older adults, and others.

Objectives

The CEO will assess how County departments are currently working with FBOs and philanthropy and will share the results with the FBEW (summarized in Part B.III of this report). FBEW members will:

- Assist in creating, promoting, and participating in 10 Listening Sessions, 2 in each Supervisorial District (SD)
- Listening Sessions will provide feedback to the FBEW on all matters contained in the May 17, 2022, Board Motion.
- Review and provide input to recommendations to the CEO regarding the final report to the Board. The aim of the recommendations is to form a County commission or body that is sustainable and successful.

Membership and Responsibilities

The FBEW is co-chaired by the CEO’s Service Integration Branch, and its membership is comprised of the following representatives:

- CEO (Chair)
- Co-Chairs, as designated by the CEO (e.g., breakout groups)
- Designated County departments
- Philanthropy
- FBOs
- Additional members may be added based on agreement by the body, as outlined later under Decision-Making”

¹ Note: The FBEW decided to use the term “Listening Session” instead of the original concept of a “townhall” because of the importance of allowing faith leaders to share their viewpoints and for County representatives to listen.



FBEW members made a commitment to:

- Attend meetings or send a Designee (designated back-up) when the primary member is not available to attend. Members will identify a single, dedicated Designee to serve as their representatives. Designees will have the same rights and responsibilities as the members they represent. Members are expected to brief their Designees in advance of the meetings. Designees need to be prepared to take any actions required of members at meetings.
- Review materials provided prior to meetings and conduct any additional inquiry or research to come to meetings. They will be prepared to discuss topics from an informed position.
- Engage in collaborative discussions that focus on how the faith-based community can be better served by the County and vice versa through Listening Sessions.
- Assist in creating, promoting, and participating in 2 of the ten 10 Listening Sessions, preferably in the 2 for the Supervisorial District they were appointed from.
- Engage in collaborative discussions and review recommendations for:
 - Creating a permanent, sustainable, and coordinated Faith-Based Commission or body that will serve as a lead entity for all County departments.
 - Designing a structure to ensure FBOs and HOWs are not overwhelmed as in the past.
 - Educating County departments on the best ways to engage with these FBOs/HOWs.

Values

We are accountable to those we serve and to the community, so we will support, encourage, and demonstrate:

Inclusiveness

We will engage a broad representation of faiths and cultures, in our collective commitment to putting first the best interests of those who need to be served. Within FBEW, we will be collaborative and intentional, and practice with one another and the broader community:

- Active listening
- Active, honest participation
- Humble recognition of the value of diverse voices in discussions and decisions
- Mutual respect
- Compassion and empathy

Action Orientation

We recognize that our work must result in action-oriented decision-making that reflects the lived expertise of those we serve and will lead to the assignment of resources to programs that show measurable improvements in their lives.

Collaboration and Gradients of Agreement

Principles

- **Engagement** – FBEW members will have an opportunity to fully participate, voice support, offer alternatives, and/or provide key considerations for all proposals and recommendations.
- **Collaboration** – FBEW members will strive to achieve agreement for all proposals and recommendations, using the gradients of agreement scale:

Gradients of Agreement							
How much do we support the plan?							
1	2	3	4	5	6	7	8
Endorse	Endorse with small disagreement	Agree with some hesitation	Abstain	Stand aside	Disagree but will support the majority	Disagree and don't want to help implement	Can't go forward
<i>I like it.</i>	<i>I basically like it.</i>	<i>I can live with it.</i>	<i>I have no opinion.</i>	<i>I don't like this, but I won't hold up the group.</i>	<i>I want my disagreement recorded, but I'll support the decision.</i>	<i>I won't stop anyone else, but I don't want to make this happen.</i>	<i>We have to continue working.</i>

Adapted from Kaner, S. (2014). Facilitator's guide to participatory decision making (3rd ed.). San Francisco, CA: Wiley.

- **Accountability** – FBEW members will support and facilitate implementation of approved proposals.
- **Amendments** – Changes to this Charter will be made based on gradients of agreement as outlined in the prior “Collaboration Principles.”
- **Dissent/abstentions** – Members dissenting or abstaining will be asked to explain their positions and their explanations recorded as part of the FBEW’s official record.

Process

FBEW is an advisory group. The County’s CEO will appoint a Chair and/or Chair/Co-Chairs, whose role is to seek out FBEW’s opinions whenever possible. The following procedure will be followed to make FBEW decisions:

- Co-Chair(s), FBEW members, or subject matter experts can introduce a proposal by that requires input.
- FBEW members discuss the pros and cons, and suggested changes to the proposal.
- The Chair/Co-Chairs will summarize the pros and cons, and suggested changes and may poll the FBEW members to confirm areas or gradients of agreement.



- In areas where agreement is not reached, the Chair/Co-Chairs may continue discussions, suggest a subgroup explore the issue further, revise the proposal, or present alternate proposals.

The final Board Report will reflect both areas of agreement and alternatives where there were proposed options.

If an FBEW member and their Designee attend the same meeting, only the FBEW member's viewpoint will be part of process to identify areas or gradients of agreement.

Meetings and Agenda

FBEW will meet eight to nine times between September 2022 through April 2023. FBEW members will attend and help facilitate at least two (2) of the ten (10) Listening Sessions.

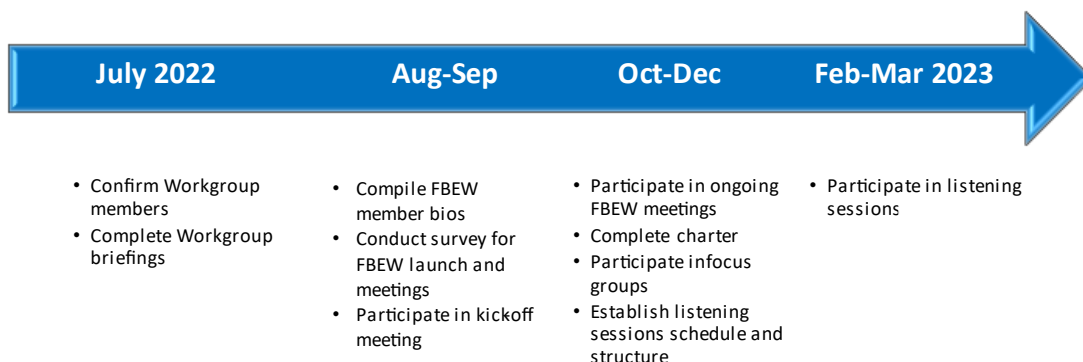
Meeting agendas will be sent to members prior to each meeting and are subject to change; however, the basic structure will be as follows:

- Review of previous meeting's discussions and areas of agreement
- Unfinished business
- Unfinished business
- New business
- Items for next meeting

Meeting minutes will be distributed after each meeting. Members will be given the opportunity to add items to the agenda during/after every meeting.

FBEW Tasks

The FBEW members met for the first time in September 2022 and focused on developing collaborative working relationships and designing the approach to the planned listening sessions, starting in February 2023.





Part B.II – Approach to Listening Sessions

This part describes our approach to the Listening Sessions and the profile of the attendees.

Methodology

Questions Explored

The KH team worked with FBEW in developing the questions to be explored. The questions focused on requirements for an effective partnership, followed by non-financial support needs, outreach and knowledge sharing strategies, partnership structure, and underserved populations in need.

1. **Effective partnerships:** What needs to be included in a true partnership between the County and the faith community (faith-based organizations and houses of worship)? What does success look like for that relationship?
2. **County changes.** What changes from how the County currently operates will make the biggest difference in establishing a true partnership between the County and the faith community?
3. **Partnership benefits:** Who would most benefit from the formation of such a partnership? How can FBOs/HOWs bring their voices into our work?
4. **Non-financial support needs:** What kinds of non-financial support would be most useful to faith-based organizations?
5. **Outreach and knowledge-sharing:** How can we, as faith leaders, extend our reach and share successes and lessons learned about what makes the biggest impact on the lives of those we serve? How do we become aware of what others are doing in the County?
6. **Partnership structure:** The Board Motion called for the establishment of a structure. What should be the purpose(s) of the new structure(s)? Might we need more than one? What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County? What should the leadership/ composition/focus of the structure(s) be?
7. **People in Need – Who We Serve:** Some listening session groups also spent time in identifying the populations with the “lived experiences they served” and the “voices heard.”
8. **Other suggestions:** Attendees at the Listening Sessions were encouraged to provide input on other related topics of interest.



Listening Session Sites

The County CEO staff worked with the Board Offices and FosterAll (a member of the FBEW) to identify the communities and potential sites for holding two in-person listening sessions in each Supervisorial District. The County was advised that FBO/HOW leaders would feel more comfortable attending listening sessions held in HOWs rather than County sites. The following FBOs/HOWs volunteered their facilities and hospitality for the listening sessions; the County is grateful for their generosity:

Supervisorial District 1

- New Beginnings Church, 504 Rimgrove Drive, La Puente, CA 91744, February 23, 2023
- Resurrection Church, 3324 Opal St, Los Angeles, CA 90023, March 7, 2023

Supervisorial District 2

- Crenshaw Christian Center, 7901 S Vermont Ave, Los Angeles, CA 90044, March 3, 2023
- Oasis Church, 634 S. Normandie Ave, Los Angeles, CA 90005, March 15, 2023

Supervisorial District 3

- Shepherd Church, 19700 Rinaldi Street, Porter Ranch, CA 91326, March 2, 2023
- The Jewish Federation of Greater Los Angeles, 6505 Wilshire Blvd, Los Angeles, CA 90048, March 16, 2023

Supervisorial District 4

- The Church of Jesus Christ of Latter-Day Saints, 6531 Middleton Street, Huntington Park, CA 90255, March 8, 2023
- St. Cornelius Catholic Church, 5500 E. Wardlow Rd., Long Beach, CA 90808, March 14, 2023

Supervisorial District 5

- The Highlands Christian Fellowship, 39625 20th Street West, Palmdale, CA 93551, February 22, 2023
- First Church of the Nazarene of Pasadena, 3700 E Sierra Madre Blvd, Pasadena CA 91107, March 1, 2023

These in-person listening sessions were supplemented with two virtual listening schedules.

- March 14, 2023 – all interested FBO/HOW leaders countywide (in English)

On behalf of the
Los Angeles County Board of Supervisors

**You're invited to
a Faith Leader Listening Session**

Share your experiences, insights, and guidance
on the recent Board motion
to form a faith partnership with the County.

Together we bring impact. Together we bring solutions.
Faith Leaders, let's answer the call together.

When	Where
Wednesday, February 22, 2023, 9:00 AM	The Highlands Christian Fellowship, Palmdale
Thursday, February 23, 2023, 10:00 AM	New Beginnings Church, La Puente/Palmdale
Wednesday, March 1, 2023, 9:00 AM	First Church of the Nazarene, Pasadena
Thursday, March 2, 2023, 9:00 AM	Shepherd Church, Northridge
Friday, March 3, 2023, 9:00 AM	Crenshaw Christian Center, Los Angeles
Tuesday, March 7, 2023, 9:00 AM	Resurrection Church, Los Angeles
Wednesday, March 8, 2023, 9:00 AM	The Church of JC of Latterday Saints, Huntington Park
Tuesday, March 14, 2023, 9:00 AM	St. Cornelius Catholic Church, Long Beach
Tuesday, March 14, 2023, 2:00 PM	Virtual Meeting on Zoom
Wednesday, March 15, 2023, 9:00 AM	Oasis Church, Los Angeles
Thursday, March 16, 2023, 9:00 AM	The Jewish Federation of Greater Los Angeles, Los Angeles

RSVP at here or
<https://www.eventbrite.com/cc/faith-leader-listening-sessions1715709>



- March 20, 2023 – all interested FBO/HOW leaders countywide (in Spanish)

Listening Sessions Format

The KH-County team followed a structured approach for consistency across the Listening Sessions, with a welcome from the faith leader hosting the session. When available, a Board of Supervisor, or their representatives, provided context regarding the Board motion, followed by further elaboration by CEO staff. A KH consultant then provided an overview of how the Listening Sessions would be conducted:

- The majority of the Listening Sessions followed an open-forum process where participants could visit any of the listening areas pertaining to the question of greatest interest to them. They could stay for as long as they wanted to listen to other attendees and share their viewpoints. Scribes recorded their responses.
- Focus groups were used in a few of the Listening Session with smaller turnouts. In those instances, the scribes rotated from focus group to focus group to capture their ideas, again to ensure consistency across Listening Sessions.

Profile of Attendees

Invitations

Using Eventbrite, online invitations were sent out to more than 3,500 FBO/HOW leaders through FBEW members, Board Offices, and FosterAll (SD 5's representative to support the effort). All invitations included requests to share the invitations with other FBO/HOW leaders.

RSVPs and Attendees

In total, 371 individuals attended the 12 Listening Sessions out of an RSVP list of 599 – a 62% attendance or participation rate.

Participation Rates by Supervisorial District

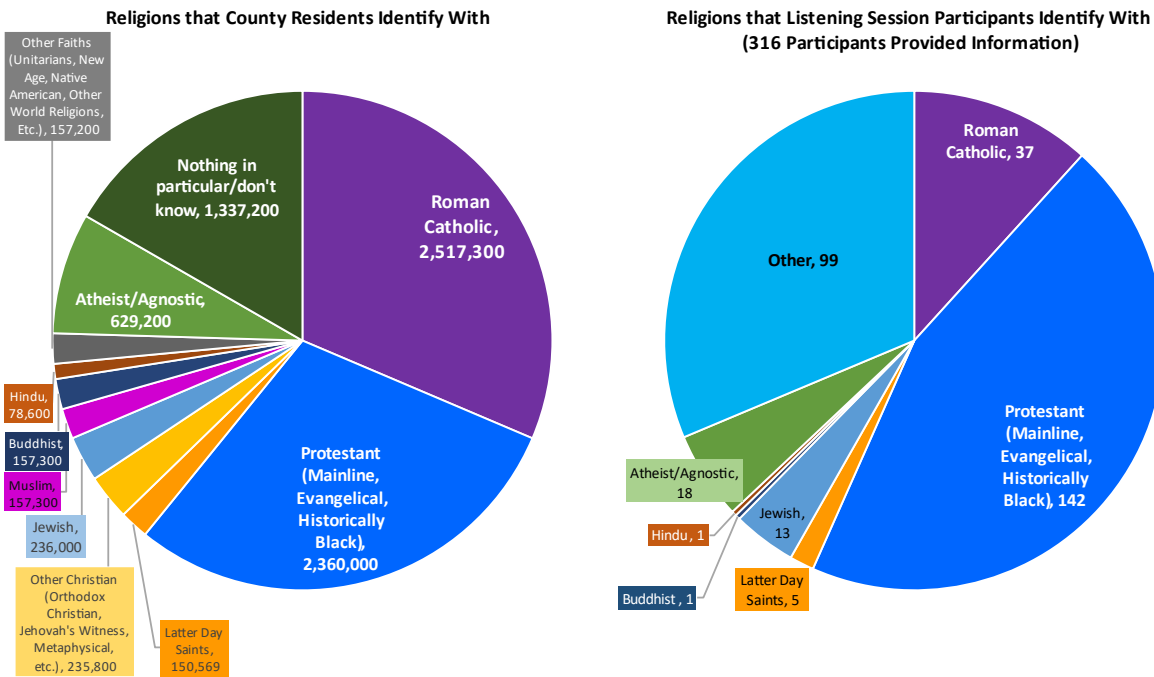
The highest participation rates were in SD 5 and SD 2.

Supervisorial District	Number of RSVPs	Number Attending	Percent of Total Attendees
1	90	62	17%
2	149	80	22%
3	74	44	12%
4	36	23	6%
5	198	126	34%
Virtual totals			9%

Supervisory District	Number of RSVPs	Number Attending	Percent of Total Attendees
Virtual in English	52	27	countywide
Virtual in Spanish	NA	9	countywide
Totals	599	371	100%

Religious Affiliations Represented

When individuals RSVPed, they were asked to identify what religious community they represented. The pie chart on the left indicates the religions that Los Angeles County residents identify with. The pie chart on the right displays the religions that the Listening Session participants identified with.



Source for statistics in the pie graphic on the left: Pew Research Center: Religious Landscape Study, 2014. Percentage of U.S. Census 2019 population estimate of persons aged 18 and older. These numbers, not from the Pew Research Center Religious Landscape Study, were calculated by the Los Angeles Almanac.

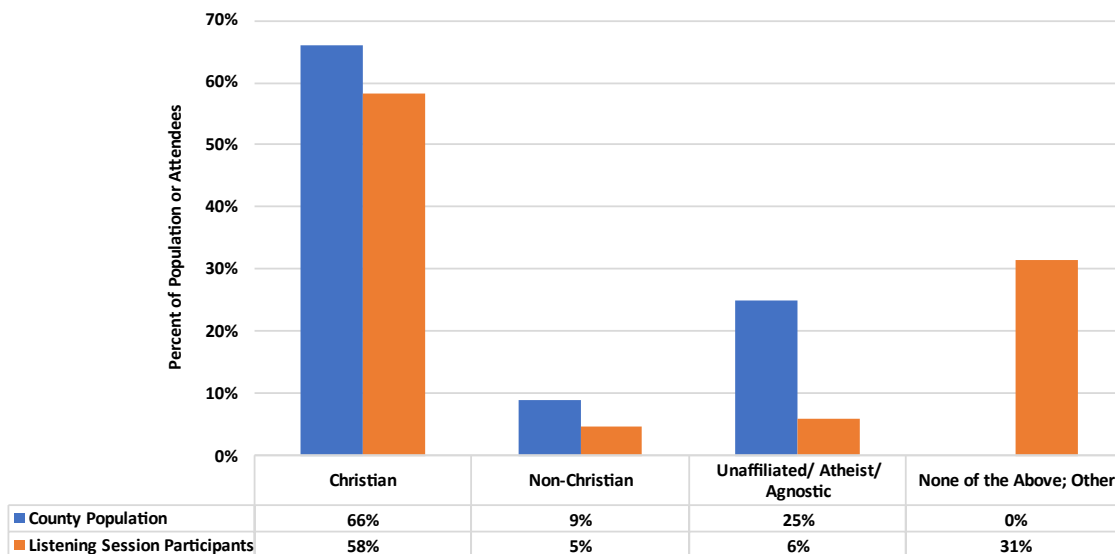
Overall, 58% of the Listening Session participants identified as Christian, which was less than the 66% of the county population identifying as Christian.

Representatives from the Archdiocese attended the faith leadership breakfasts, sponsored by Supervisor Kathryn Barger and described in Part C. Given the structure of the Archdiocese, this involvement is significant and important for engaging the rest of the Roman Catholic clergy. Similarly, other religions sent representatives that spoke on behalf of many parishes, houses of worship, temples, etc. to the Breakfasts.

Similarly, 5% of the Listening Session participants identified with a Non-Christian faith in comparison to 9% of the county population. Although 25% of the county population are unaffiliated (atheist or agnostic), 6% of the attendees reported that category. These differences are attributed to the fact that 31% of the Listening Session participants did not identify with any of the listed religion categories and identified as “Other.”

In going forward, the County will need to make a greater concerted effort to engage non-Christian faiths in any planned partnerships.

Comparison of Los Angeles County Population and Listening Sessions Participants: Christian, Non -Christian, and Unaffiliated Religions



Note: Some religions sent representatives that spoke on behalf of many parishes, houses of worship, temples, etc.

In analyzing the Christian faith delineation further, the Listening Sessions had greater representation among the Protestants (45% versus 29% of the county population) and smaller representation of Roman Catholics (12% versus 31% of the county population).



Table 1: Religious Affiliation Adults in the Los Angeles Metro Area (Estimates)² Compared to Listening Session Participants, by Faith Categories Reported

Religions identified With	Los Angeles County		Listening Session Participants	
	Number	Percent	Number	Percent
Christian Faiths	5,113,400	65%		
Roman Catholic	2,517,300	31.4%	37	11.7%
Protestant (Mainline, Evangelical, Historically Black)	2,360,000	29.4%	142	44.9%
Latter Day Saints	<78,000	1.9%	5	1.6%
Other Christian (Orthodox Christian, Jehovah's Witness, Metaphysical, etc.)	235,800	2.9%		0.0%
Non-Christian Faiths	708,000	9%		
Jewish	236,000	2.9%	13	4.1%
Muslim	157,300	2.0%		0.0%
Buddhist	157,300	2.0%	1	0.3%
Hindu	78,600	1.0%	1	0.3%
Other Faiths (Unitarians, New Age, Native American, Other World Religions, Etc.)	<157,200	<2.0%	See "None of the above; other"	0.0%
Unaffiliated and Other	1,966,700	25%		
Atheist/Agnostic	629,200	7.8%	18	5.7%
Nothing in particular/don't know	1,337,200	16.7%		0.0%
None of the above; all of the above; other faiths	n.a.	n.a.	99	31.3%
Totals	8,016,469	100.0%	316	100.0%

In the case of "Other" or "None of the Above," some of the FBO leaders identified with "All of the Above" (e.g., Bahai and Unitarians); others wrote in the names of their religions.

² Source: Pew Research Center: Religious Landscape Study, 2014.

Part B.III – Listening Session Summaries, By Supervisory District and Site

Part B.III summarizes attendees' input at the 12 Listening Sessions, by Supervisory District and site. ***No distinctions were made at the Listening Sessions between FBOs and HOWs. Therefore, unless indicated otherwise, the comments reflect the collective viewpoints of FBO/HOW leaders.***

Supervisory District 1 Listening Sessions

Supervisory District 1 Input: New Beginnings Church, La Puente, CA

Effective Partnerships

How do we think differently about separation of church and state?

- Work with Goals that we have in common. We are joined by the value to make the community better for all – religious and secular
- Look for common ground – diversity, unity, non-conformity
- Clarity about guidelines – what is OK and what is not for FBOs/HOWs
- Develop certification model – where faith-based programs are certified and monitored to ensure that unsanctioned activities such as proselytizing are not conducted with County dollars
- Organize multi-faith spiritual ambassadors to reach out
- Chaplain model – what faith or community will be most helpful to the individual we are working with
- Use non-profits as way to ensure separation – more traditional method
- In a true partnership, County will see us as equals



What faith based/churches can offer

- Workers with lived experience of those they are working with – especially in mental illness and addiction – but absent licensing it is sometimes not recognized
- Family experts – they can contribute in valuable ways equal to those of “professionals” like social workers
- Ambassadors, bridge as trusted partners to those looking for services – they come to us first and we can reach out
 - Can be a bridge to County services
- Space and labor to offer, but not for free
 - County can invest in those – not grants but investment



County changes needed

- Often gives us “hoops” to jump through (licensing, bureaucracy)
- We need administrative support
- Can identify potential partners across the faith community
- Establish a County Board that faith members can participate with
- Churches need alternatives to recommend when those they are working with do not want religious-based support
 - References to other service providers
 - Community needs to see ACTION

Other ideas

- We need to think of ourselves as benefits to the people and community, not as “organizations”
- We need to serve everybody, including LGBTQ+
- FBOs as an alternate sentencing option for minors
 - Diversion counseling
 - Juvenile hall outreach

County Changes

Needed Change	Requested Response
Given the needs facing FBOs/HOWs, there is an urgent need for action	Quick action is needed far more than careful study. The County must do what it can immediately and allow refinements to follow. People are in dire need of help Train FBO/HOW staff in trauma intervention to improve their ability to support clients and reach better outcomes
FBOs/HOWs do not know the full range of available County programs and services	Make information on programs and services easier to find Consider the equivalent of an FBO/HOW “911” system
FBOs/HOWs don’t know the extent, availability and location of each other’s programs and services	Establish a central information exchange to make FBO/HOW programs easier to locate and contact Allow FBOs/HOWs to avoid unintentional duplication of services Show opportunities for FBOs/HOWs to assist each other
FBOs/HOWs need transportation services for clients	Provide reduced rate transportation vouchers for LYFT or Uber. Show bus routes to service locations
FBOs/HOWs organize and provide support for family-to-family assistance; County does not address this	Devise ways to provide support for family-to-family assistance in partnership with FBOs/HOWs
FBOs/HOWs are consistently supporting the newly bereaved and do not have the appropriate resources	Train FBO/HOW staff to support newly bereaved individuals, to help them access retirement, Social



Needed Change	Requested Response
	Security, health insurance, and other benefits programs.
People in crisis and other program service recipients need support for higher education or opportunities to start businesses	Allocate funds for school tuition and fees Allocate funds for business training and startups Include interview training Connect FBOs/HOWs to disaster relief systems and agencies including FEMA and the Red Cross
Food bank customers must manually provide repetitive information, slowing the process and limiting the number of people food banks can serve	Simplify and streamline the process Allow people to store their information so they do not have to keep writing it down Allow food banks to use Door Dash or similar services
Grants are hard to get	Make grants more accessible and easier to obtain

Partnership Benefits

Overall Partnership Benefit Themes

- Everyone can benefit from this effort
- All of our citizens will benefit with cross-collaboration between County and all churches
- It is a win-win for all
- It would be helpful if an online resource directory were created. The online directory needs to be updated all the time. It needs to have resources like food banks, free medical services, services for elderly, and resources for youth.
- A big challenge is the community does not know where to access County services and resources.
- County really needs to partner with smaller CBOs.
- FBO/HOW intervenes to prevent generational homelessness
- City/County partnership is key
- Collaboration is important
- Some folks need assistance how to navigate social media
- Need to work on mental health policies, policies are too strict and rigid.
- Partners that need to be involved in effort: local police departments, local politicians, school districts, parents and local businesses.
- Local businesses sometimes have events where they help the community but not everyone is aware of what they are providing.
- Children are homeless or are near to experiencing homelessness in the school district.

Specific Partnership Benefit Themes

Grant Funding

- Can County provide workshops on how to get grant funding?
- Can County explain to CBOs how to get assistance with Federal, State, and County grant funding.
- More workshops are needed to train CBOs in how to receive Federal, State, and County funding.



- Need assistance to better understand funding guidelines and criteria. The Federal and State governments need to lower restrictions so that small CBOs can apply and receive grant dollars. Guidelines are complex.

Outreach

- Need to have printed materials available
- Printed materials need to be available in common areas (i.e., grocery stores, laundry mats, schools).

Community Needs

- Community needs to better understand demographics of each city/area/community
- Community needs to better understand challenges in each city.
- Can the County produce data reports with City demographics?
- It is great the County is coming into our communities to hear us
- County needs to hear the community with their specific needs
- Each community is different. Each community has different needs and has different populations they serve.

Housing Needs

- Low-cost housing
- Counseling services (mental health)
- Youth need low-cost recreational activities.
- More green space (i.e., parks).
- Need infant formula and infant pampers
- Need utility assistance
- Stable living resources
- Some CBOs need assistance to help clients with intake fees or counseling fees. Especially for folks that do not have money to pay for the classes but are mandated to take these classes. Some of these classes are mandated by the court. The court will fine individuals more money if they fail to complete the required number of classes.

Schools

- Youth need help with mentoring
- Youth need housing services and resources
- Youth need substance abuse counseling
- Counseling services
- Youth need more sports and programs to help LGBTQ
- Youth need mentors or mentorship programs.

Voting Services

- Can the County have classes to explain ballot measures that are specific to each community
- Need election assistance. People do not know where to vote.

Immigration

- Need assistance with immigration services
- More education is needed with immigration law and available services
- More assistance is needed with citizenship.
- English/Spanish classes for those who want to learn English.

Non-Financial Support Needs

Clearinghouse and Information Sharing

- Road map to services offered by FBOs/HOWs
 - Shared database, easily used and available
 - Searchable by service, community served, locations, day, time, etc.



- Example: Pantry Services by “type”
 - Warm ready to eat, bagged foods, canned foods
 - Needs to be cooked, does not need to be cooked
 - Coordinate service days to provide greater availability
- Availability of Basic Needs
 - Hygiene, clothing, food, shelter
 - Needs to be “local”
 - Access to transportation is difficult
- A calendar of upcoming services and events (also database)
 - Targeted to the “local” service area
 - FBO/HOW services and events
 - Community services and events
 - County services and events
- Encourage cross-sharing and learning among FBOs/HOWs
 - Share experiences, successes, and failures
 - Facilitate networking and collaboration
- Access to current-real-time availability of services offered by County
 - If FBOs/HOWs do not offer an immediately needed service, where to find that service
 - How to refer and get that service for the customer in need
- Volunteer opportunities by skills required, service type, needs, location, days, time, etc.

Training for FBOs/HOWs

- How to start and run a non-profit organization
- Bookkeeping and administrative training and requirements
- What services are offered by the County
 - What services, where, and how accessed
 - If FBOs/HOWs have space available, can the County offer services at those spaces?
 - Can County services be brought to an FBO/HOW location routinely

Other

- Availability of underutilized County real estate to provide locations for services
 - For example: Leases of vacant County buildings/office space for “\$1 per month” to provide community centric space for service providers
- Safe Spaces – safe and secure, land, parking lots, real estate, etc., available for unhoused individuals to park cars, set up tents, etc. and have toilets, showers, and routine County services available
- Availability of transportation to get to appointments, County services, etc.

Outreach and Knowledge-Sharing

Populations Served and In Need

In exploring outreach, the attendees initially focused on prevention for specific populations:

Youth and Prevention Programs

- Education programs for youth
 - Need good afterschool programs
 - Need events for kids and young adults (e.g., skating, athletic events)
 - Some do Bible studies classes. Some mentioned that the schools used to let children out 1 hour early to attend Bible classes and learn Biblical principles.



- Speakers who have dealt with hardships (e.g., drugs, homelessness, gang violence) to serve as role models and provide incentives for youth to seek a better life
- Asked: How do children view faith-based programs now? Need to be assessed
- Music is a universal language; youth have creative abilities in art, music, and dance – programs not offered as much in the schools
- Youth now feel isolated; technology is bringing youth farther apart
- Need to include all youth, including LGBTQ – a population often ignored in the San Gabriel Valley
- Little or no outreach is done
- Must be a holistic approach with youth
- Proximity/outreach to high schools
- Organize volunteer programs to engage youth
- Need listening sessions with a cross-section of youth

Domestic Violence Victims

- Many domestic violence victims go unattended because they are women of color, immigrants, or from family cultures that say one must stay in the marriage
- Need support groups
- Need resources for these women to start businesses or get college grants
- Help with relocation; need transitional housing

Hispanic Community

- Los Angeles County's largest population
- Need financial education, health education, parenting education (e.g., how to talk to your children about the use of social media)
- ESL support, especially for families with children with Initial Education Plans (IEPs) that may help children get better employment, particularly if college is not an option for them

Formerly and Currently Incarcerated Individuals

- Need transitional housing for women (and men) coming out of prisons
- Need support for women who are incarcerated

Outreach Ideas to Reach Individuals in Need

- One congregation started small by meeting the needs of a few families and expanded from there
- Important to show love and hope; provide food
- Do outreach in multiple languages, especially Spanish, given that the children may speak English, but the parents and grandparents may not
- Engage the elderly to teach the youth
- FBOs/HOWs have access to their congregation members who can serve as volunteers to help; however, FBOs/HOWs lack the money to do as much as they would like to do

Outreach and Engagement of FBOs/HOWs

- Need to encourage more FBOs/HOWs to get involved
- Need to broaden the FBOs/HOWs that are involved and include Muslims, Latter Day Saints, etc.
- Need County departments involved and represented
- Need to put religion aside – we all share the same human needs
- FBO/HOW leaders should come together for “check-ins” one per month or quarterly; this approach is done in Maui, Hawaii)
- Could publish a “Faith-n-County” newsletter



- Establish a website so that FBOs/HOWs know where to apply for grants (e.g., food pantry, gardening)

Needs

Housing

- Need transitional housing – all are currently full so are using hotels
- Single, low-income family housing needed; however, some communities see it as a stigma to have such housing in their areas
- Many live outside their means
- One FBO/HOW used to offer “Coming Together-Get Ahead” programs that included transitional housing and weekly meals with daycare/homework center for kids while parents attended a 2-hour class that eventually enabled them to get cars and jobs
- Concerns about crowded housing where multiple families are in the same room – dangerous and unsafe for unsupervised youth living in those kinds of environments

Mental Health

- Department of Mental Health (DMH) recently held a two-day retreat, focusing on the “Healthy Neighborhoods” model (Evelyn Lumus is an expert on this) – model should be expanded
- Build on the 8 SPAs that co-locate County departments; in this way, local FBOs/HOWs could be included and would have a way to know what County departments offer what services

Support Groups

- Families with children with special needs; they often do not know what resources are available
- Elderly who often do not know what resources are available

Education

- Given the high cost of housing in Los Angeles, many need help in financial planning, handling a bank account, etc.

Key Takeaways

Prevention

- More effort should be placed on prevention, particularly for youth and domestic violence victims. Youth need more after-school programs and events (e.g., arts and sports) for them to engage in.

Populations with Special Needs

- Many domestic violence victims go unattended because they are women of color, immigrants, or from family cultures that say one must stay in the marriage; they need support groups, resources to start businesses, relocate (transitional housing), or go to college.
- The Hispanic community is the largest population in Los Angeles and requires a special focus.
- Transitional housing is needed for formerly incarcerated individuals, domestic violence victims, etc.
- Major needs include housing, mental health, support groups, and education

Outreach

- Need to do more outreach to individuals in need and in multiple languages
- Need to do more outreach with FBO/HOW leaders
 - Continue after issuance of report
- Should conduct listening sessions with:
 - Those trying to reach, such as youth
- After the report is issued, FBOs/HOWs would like to see:



- Newsletters
- Quarterly or monthly meetings
- Website with information about resources, grant opportunities, events, etc.

Partnership Structure

What should be the purpose(s) of the new structure(s)?

- Play an advisory role to County/government
- Focus on San Gabriel Valley (SGV)
 - Must represent local communities
 - Limit to 3-4 cities, plus the unincorporated areas
- Value-driven not identity- or religious-driven
 - Help define what is meant by “faith” as to not limit or restrictive participation of minority religions and non-religious partners
 - Focus on needs/mission
 - Passion/humanitarian purpose
 - No proselytizing must respect one another’s differences.
 - Unity does not mean conformity.
- Create an inclusive/diverse environment
 - Make room for all religious and non-religious groups in SGV
 - Do not continue to privilege top three religious groups (Christian, Jewish and Islamic)
- Networking function: provide ability for FBOs/HOWs and partners to know one another
- Share/leverage/connect resources to address residents’ needs
- Remove barriers (e.g., unnecessary policies or bureaucracy) to service delivery
- Vet information (e.g., ensure truth and accuracy) for members/community

Might we need more than one?

- Each SPAs should have at least one – SPAs are big
- “County Connected”
 - Alternative to a formal structure
 - Become a “trusted broker” and obtain “certified” status from County depts, (e.g., DMH or DCFS)
 - Serve as a representative on “Healthy Neighborhoods” groups in SPAs
 - Communicate/coordinate County service information to other FBOs/HOWs and residents

What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County?

Pros:

- In-County: Government provides checks and balances, creates accountability for FBOs/HOWs (to someone other than themselves)
- Non-County: FBOs/HOWs know what is needed in the community and can conduct better outreach. FBOs/HOWs are trusted entities.

Cons:

- In-County: too much bureaucracy, e.g., limited to governmental hours and is slow to change/respond.
- Non-County:
 - Theological and political differences block progress
 - Fear: Potential to abuse power if FBOs/HOWs are not accountable to someone like the County



What should the leadership/composition/focus of the structure(s) be?

- SGV community representatives: cities and unincorporated areas
- FBOs/HOWs and non-religious partners must mirror San Gabriel Valley communities
- County partners
- city partners
- Must address the “How” to achieve equity and representation and get the collective work done
- Potential roles (see “County Connected” above)
 - If County focuses on providing services and communicating resources to FBO/HOW groups
 - FBOs/HOWs can focus on listening and sharing these services and resources with each other and those that need them – “we all win”

People in Need – Who We Serve

- People who have trauma from past religious experiences or engagements
- Immigrants – immigrants dropped off at local churches with no resources/housing
- Elderly residents on a fixed income
- Isolated elders in need of assistance
- Mentally ill
- Disabled individuals
- People with Addictions: drugs and alcohol
- Foster Care children recently timed out of the system
 - Children living in dangerous or unstable/crowded environments
 - Families in need of child-care
- LGBTQ community, teens and adults in need of resources
- Homeless: women and children, young adults, the elderly, and school aged homeless.
 - Homeless living in their cars in need of a safe place to park and resources
 - People in need of housing with pets
 - People with past incarceration/arrests in need of housing
- Domestic Violence survivors and those currently in danger
- Gang members: recently released and those currently incarcerated

Supervisory District 1 Input: Resurrection Church, Los Angeles, CA

Effective Partnerships

- Reciprocal work – County for FBOs/HOWs and FBOs/HOWs for County
- How do we partner – spiritual and secular
 - Open arms
 - Clarity about agreements and rules
 - Once all are clear – Drop skepticism; TRUST AND VERIFY
- Promote international and cultural work and community work
- Be honest about funding
 - If we receive County money, there are “strings; make sure there is clarity, that they are real and understandable, and offer support options as needed
- County needs an FBO/HOW advocate – make sure that County is not disrespectful in its work with us



County Changes

Changes needed	Suggestions for improvement
Do not know how to refer clients to appropriate supports other than their own faith	<ul style="list-style-type: none">▪ Allow questions about affiliation after clarity about need to make better referrals▪ Make sure that there are other options available Ensure that all clients are offered the best services available
Granting processes and procedures are difficult	<ul style="list-style-type: none">▪ Publish list of attendees at “pre-bid meetings” to facilitate partnerships▪ Pre-qualify FBOs/HOWs that meet standards to allow for shorter application process for those FBOs/HOWs▪ Establish a liaison to answer questions▪ Encourage FBO/HOW coalitions to reduce competition, especially those that are supporting similar underserved populations▪ Require collaboration in grant specifications
Grant paperwork can be overwhelming. E.g., mobile clinic had to complete paperwork same as an urgent care clinic	<ul style="list-style-type: none">▪ Make paperwork reflective of grant size▪ Put it on-line and make it user-friendly
Payments are delayed for services performed	Establish a quick pay requirement for FBs
Access to information about County services is bad <ul style="list-style-type: none">▪ “Tangled web”▪ Out of service numbers when called▪ Get the “run around”	<ul style="list-style-type: none">▪ Keep up-to-date and accurate information –<ul style="list-style-type: none">○ Make it neighborhood specific○ Post it on website and/or manuals○ Include others, e.g., businesses and other nearby programs that are secularly targeted with the same purpose.▪ Establish personal relationships with County staff and support their mental and spiritual health
County asks us to help but does not offer help to us <ul style="list-style-type: none">▪ Tension (related to Church/State issues) regarding our purpose	<ul style="list-style-type: none">▪ Education of County and FB about what is and is not OK▪ County needs to be able to distinguish from spiritual and “secular” work of the FBOs/HOWs

Partnership Benefits

Overall Partnership Benefit Themes

- People in the community will benefit.
- Leaders in charge will benefit
- The unheard and unprivileged will benefit
- It seems like outcomes/goals of County projects never come to fruition
- How do we communicate all of this great work and reaches the specific populations
- Many groups work in silos, the County departments work in silos. The County needs to continue to break down silos.
- There are power dynamics between FBOs, HOWs, and County government.
- Often times it is difficult to collaborate with the County because the County is a huge bureaucracy.

- There are even silos in this community (Not In My Backyard (NIMBY)).
- Provide services who need it most
- Single mothers and older adults will benefit.
- How do we break down separation of church and State.
- The County of Los Angeles needs to engage and work with HOW and churches.
- How can the County streamline information of the various programs and services it offers?
- Information regarding programs and services should be in multiple languages.
- Research “Compassion Fund” Model under President Bush.
- FBOs can do a lot of work, but they have limited funding and resources.
- Need to bring in the voices of the most vulnerable. Breakthrough challenges to serve the most vulnerable.
- Avoid service duplication, there would be efficiency in government. Using capabilities would increase efficiency. There is sometimes a waste of money in government.
- Be sure to include “inclusiveness.”
- Collaboration around the work is necessary; do not focus on denomination.
- The structure could work as a coalition of different agencies.
- Ensure to include the faith-based communities that are not present at this listening session. They are not being heard. You need time and resources to attend these listening sessions. Ensure to include translation services. Many individuals in the community are multi-lingual.
- Conduct listening sessions after Sunday church services. You will get a lot more responses from the community.
- Crisis Pregnancy Centers are similar to HOWs. They are receiving death threats and sometimes life threatening.
- There is a lot of skepticism about receiving services because of religious affiliation.
- All the good work that CBOs do gets pushed away. There is a difference of opinion.
- County should really take the time to get to know what services CBOs offer and do.
- FBOs/HOWs are not asking folks to join their congregation if they get food or clothes from the church.
- It is really important for FBOs/HOWs to share resources and information. The community would then benefit.
- More community-based and less centered around faith. More about access too.
- There are some communities that don’t even identify with a religion.
- Everyone ought to benefit. Everyone should feel comfortable when receiving services or resources. Do not make people pray if they are receiving food for their families.
- The County can conduct a community assessment to assess which populations need services.
- Programs and services should be open to all.
- There needs to be a neutral place or location for folks to receive services.
- Some FBOs started as a FBO but are a CBO now.



Specific Partnership Benefit Themes

Structure

- Structure should include CBOs



- Faith leaders need to be part of the committee. They will serve as a bridge between community and County.
- For the structure, explore a system navigator.
- Need to include folks with lived experience who are from the community (i.e., Homeboy Industries)
- Committee needs to be diverse
- Bring all faith groups and leaders together to make a greater impact.
- Need to have a 501c(3) to get funding.
- Committee members need to go through an election process.
- Need to have check and balances with policies as part of structure.
- One representative from each County department to bring all the perspectives together.
- Do not let religious beliefs get in the way of the structure of the committee.

Grant Funding

- Build capacity for small CBOs.
- Small CBOs need a lot of assistance and guidance in how to navigate County contracts and available funding.
- Capacity building classes.
- How to streamline policies to receive grant funding
- Historically, this community has not received a lot of funding from the County or City.

Training

- More training programs for adults and youth.
- Literacy classes

Outreach

- More awareness of what services are available
- The County needs to promote services and resources that are available.
- There is a lot of misinformation regarding what the County and the City provide.
- Create a single directory of services and resources.

Community Needs

- CBOs need financial support to assist with services being provided to community members.
- Small vendors need help with licensing
- Small businesses need help with how to manage business
- Folks are afraid to apply for government resources. The community needs housing, food, and childcare.
- Mental Health resources
- Substance abuse resources.

Housing Needs

- Need housing for single moms and homeless
- TAY (emancipated youth) housing

Schools

- Mentoring programs for youth
- More resources for schools
- More education and teachers.
- Affordable Wi-Fi
- Laptops and computers for schools

Transportation

- More rideshare solutions
- More buses and awareness how to get free bus passes



Non-Financial Support Needs

- Non-financial is limiting. What FBOs/HOWs need is funding to increase their capacities to serve.

Grants and Contracts

- Information is siloed; need more centralized depositories to obtain information about what the County is doing, what grants are available, what programmatic opportunities are possible, etc.
 - Need assistance in pursuing, administering, and reporting on grants and contracts
- Training in how to get resources
 - FBOs/HOWs need to be willing to invest the time to learn

Social Media Platforms

- Need more social media communication and platforms where FBOs/HOWs can share information about their work and resources, celebrate successes, provide access to the public about events, etc.

Clearinghouse

- Need research groups to determine who is doing what

Surplus Supplies

- The State of California has a warehouse where FBOs/HOWs and CBOs can get outdated supplies, office equipment, vehicles, etc. for free.
 - Example: A FBO/HOW got mobile trailers for the cost of relocating them.
 - Example: A FBO/HOW got its office suite furnished with discards from State Farm.

Human Assets

- FBOs/HOWs need volunteers, staff, and interns.

Better FBO/HOW Working Relationships with the County

- Need better connections between the County and FBOs/HOWs, particularly because they share so many of the same goals in serving people in need
 - FBOs/HOWs have first-hand knowledge of the “lived experiences”
- The County needs to respond in real time. People in need and crises (e.g., immigrants, homeless, mental health problems) need immediate services.
 - “211 is horrible.”
 - Databases on where to find services in inaccurate, not updated (e.g., number of available beds, sites that can take children)
 - The criteria are set by LAHSA, cities, and the County and can be too restrictive (e.g., you can only serve clientele in your SPA)
 - Need to respond quicker; otherwise, people will give up and lose trust
- Protect human rights and respect FBO/HOW religious preferences
- FBOs/HOWs should spearhead change with County support
 - FBOs/HOWs are more flexible; the County has more “red tape.”
 - Every neighborhood is different with different, cultures, needs, and governmental structures (Example: Boyle Heights is in the City of Los Angeles and East Los Angeles is an unincorporated area in the County of Los Angeles.)
- Most FBOs/HOWs are willing to work or connect with the County (it is only a small group of FBOs/HOWs who do not want to work with the County).
- Need shift in mindset at the County level



- If the Board of Supervisors makes a request, the County departments respond immediately. If an FBO/HOW makes a request, the County departments take their time to respond.
- The Board of Supervisors needs to respect FBO/HOW missions to serve people, not proselytize.
- There should be more Board of Supervisors for better representation of the people. They should let go of some of the power.
- FBOs/HOWs should “toot their horn” more.
- The County should advocate more for the FBOs/HOWs.

Outreach and Knowledge-Sharing

- Concerned about separation of Church and State and cultural awareness
 - Discussed negative practices in Mexico where the State attacks FBOs/HOWs. Until 12 years ago, Catholic priests were not allowed to vote in Mexico. This past makes it hard for Mexican American FBOs/HOWs to trust government anywhere, including Los Angeles County. (Example: “*crucero* movement in Mexico”)
 - Makes Mexican Americans feel disconnected
 - Discussed efforts in Iran in its new Co-Existence Department that is trying to address discrimination against FBOs/HOWs with mixed successes
 - Atheists feel uncomfortable in FBO/HOW environments, particularly if they have had negative experiences with HOWs in the past.
 - If County dollars are being spent, receiving organizations must serve everyone.
 - Important to learn about each other to build respect and trust before we are able to work together.
- May require a different definition of “faith based;” the word “faith” may not be inclusive enough.
- Need trust and the ability to meet each other in the middle – the County could become a bridge
 - Acceptance of different beliefs – might take the time to learn about each other’s beliefs (Bible passages about mental health issues, Koran, Torah, etc.)
 - Need to feel safe
 - Need to feel included
 - Co-existence
 - Cannot be closed minded
 - Need sessions in Spanish

Outreach

- Need to reach more; issue a press release to learn from others – emphasize “listening;” perhaps a survey to find out who is doing what.
- Outreach to FBOs/HOWs is challenging because they are busy. A County FBO/HOW representative may send out thousands of email invitations to have 45 to 60 FBO/HOW individuals show up to monthly meetings.
 - Have tried to engage Buddhists and other non-Christian FBOs/HOWs with limited success
 - Consider security/safety issues
- The listening sessions are attended by mostly Judeo-Christian FBOs/HOWs and are scheduled primarily during the day at Judeo-Christian localities

Knowledge-Sharing

- Need a strong mechanism for information sharing (e.g., Clearinghouse)

Collaboration

- The County needs to respect volunteers more.



- Need visible representatives from County government – representatives by community and representing the different religions
- Need to offer information in multiple languages for easy access and a sense of inclusion
- FBOs/HOWs work with so many of the same populations that the County is trying to serve as well, so it makes sense to collaborate. “We’re in this together.”

Partnership Structure

What should be the purpose(s) of the new structure(s)?

- Serve as a bridge between community and County [information, resources, etc.]
- Serve as an FBO/HOW advisory group to the County/government

Community representation/Inclusion

- Represent local community – be hyper local
- Ensure accountability, equity and inclusivity
- Inclusivity in language and culture (e.g., be aware of and educate members about other groups/faiths/beliefs not at the table)
- Intentionally focus on educating members re: other minority faiths, such as Hindus, Buddhists, Sikhs, etc. – consider proportional representation
- Use inclusive names, labels, etc.
- Do not proselytize, be inclusive and interdenominational, focus on outcomes/shared goals
- Services should not be contingent on engaging in religious activities
- Suggest a name that is neutral, use language that attracts a more diverse population, perhaps use a functional name vs. a faith-based name
- Ensure freedom from discrimination and freedom into non-discrimination
- Focus on “faith” and not “religion”

Coordination/results-based body

- To coordinate, inform, and cross pollinate experiences and interests with other FBOs/HOWs and local partners
- Maximize/coordinate resources that result in measurable impact (results-based, measurable results)
- Measurable results for those that are served jointly
- Responsible for looking at the intersectionality of issues, understand their root causes and act
- Address the unmet needs of community – be action oriented
- Coordinate volunteers/human capital, see “LA works” model

Build capacity/Sustainability of local FBOs/HOWs

- Serve as a means to access resources and funding
- Help FBOs/HOWs organize and advocate for themselves [to the County and government more broadly]
- Build capacity and sustainability: educate smaller FBOs/HOWs to become better administrators, managers, etc.
- Sustainable access to funding and resources
- Use a community organizing approach: help FBOs/HOWs organize so that they can choose how to engage with others/issue areas
- Maximize investment and FBO/HOW infrastructure (e.g., buildings)
- Ensure sustainability long after Supervisors are gone by hiring/assigning dedicated staff to coordinate/be backbone support to local FBO/HOW structure

Communications/Policy Recommendations:

- Ensure local community input is communicated and respected by the County
- Engage with social media

- Develop **policy recommendations** for the County to consider

Might we need more than one?

- Local representative structure, which then rolls up to a regional FBO/HOW structure, and then to a Countywide level body
- Insert graphic with local FBO, active action, oriented group, membership, and responsibilities in the middle with various issue committees circling it with David lines dotted lines

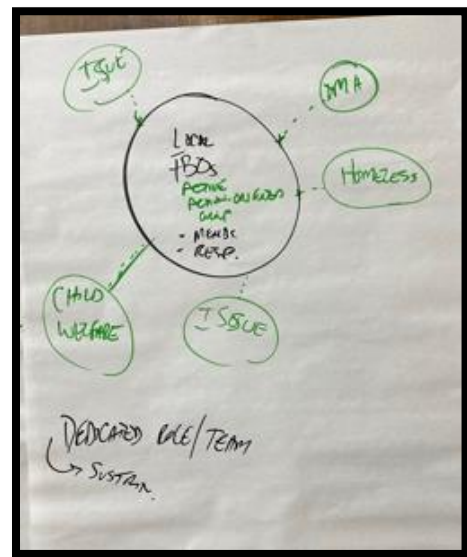
What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County?

Internal County Model

- Be part of County structure, such as an FBO/HOW office at the interfaith level: a commission, an office – both options must include representation from Supervisorial District
- Must contain at least one FBO/HOW liaison from the Supervisor's Office/District
- County convened and financially supported
- Pros: Connected to existing power structure, has clout, greater chance to influence gov't
- Cons: Bureaucratic, may not be responsive, need to be build trust, could be co-opted

External Model

- Consider "Foster Together Network" housed at southern California grant makers, and is co-led, not owned by anyone
- Be co-led by County and FBOs/HOWs
- County can help to convene and financial support aspects
- Must contain at least one FBO/HOW liaison from the Supervisor's Office/District
- Pros: Not bureaucratic, focus on community, leadership is shared (co-led), can build trust over time
- Cons: May lack clout at first, harder to sustain



What should the leadership/composition/focus of the structure(s) be?

- FBOs/HOWs – both large and small, as well as local partners – need to break up monopoly that larger organizations have on County resources
- Represent all economic levels
- Groups that are focused on local geography/community
- Include cities that engage with FBOs/HOWs/local groups
- Members that are passionate/hard-working and dedicated
- Someone from County/departments to deal with impasses/obstacles
- Liaisons of interested corporations and philanthropic partners
- Subgroups that are issue focused, and engage with FBOs, such as DCFS, DMH, etc.

Supervisory District 2 Listening Sessions

Supervisory District 2 Input: Crenshaw Christian Center, Los Angeles, CA

Effective Partnerships

Barriers

- There is a mistrust of government – Many churches feel used. This needs to be acknowledged so that we can move forward
 - Education
 - Ongoing conversation (this session is a beginning)
 - Recognize that the County has a mission, and churches have missions; while they can intersect, they are not the same



Partnership Model

- Network of FBOs/HOWs/neighborhood coalitions form and nominate a liaison(s) to work with the County at a monthly meeting to increase connectivity, develop and manage an “action list” and measure goals
 - County cannot lead, but can participate
 - Done at the local level
 - Can identify need for and plan to provide support (e.g.,
 - Technical assistance
 - Workshops
 - Training
 - Capacity building
 - Targeted support for smaller FBOs/HOWs, e.g., grant-writing

Needs

- Capacity to connect resources including self-serve website for FBOS/HOWS that informs about resources including County, CBO, FBO
- Immediate – “I’m working now with someone who needs different and additional service and support that I cannot provide”
- Accessibility – a person/unit/structure in County who is responsive and provides assistance across departments
 - Be less overwhelming
 - Planned – What other organizations can I partner with to provide a more complete package of services
- Include testimonials to inspire others to want to investigate services

Other Ideas

- Set up an ongoing infrastructure to make a children focus in our work
 - Resolve trauma
 - Expose them to tart, etc.
 - Use Senior Citizen vans on weekends when they are not being use for senior programs



- Make it a parent and children focus
- Make it a cross-generational focus

County Changes

Needed Change	Requested Response
Language divides impede communication, especially Spanish	Build Multi-lingual bridges
Funding and spending controls are complicated	Simplify systems, provide guidance for smaller FBOs/HOWs, and ease restrictions
Prisons – returning citizens need support	Create a space inside the church community where returning citizens are welcomed – teach by example
Understand who the community is, what a partnership would look like – County needs to understand FBO/HOW missions	<ul style="list-style-type: none">▪ Two-way respect and communication▪ Road maps
Listen to us on strategy	Let FBO's offer their vision – then help them realize it
Need true partnerships – how do we start?	Information and training
Red Tape	Simplify – provide workarounds and escape hatches – modernize the system
Community engagement	Town halls to identify gaps and listen to needs.
Access to decision-makers	Reduce buffers – provide access before decisions are final
LAHSA Hotel vouchers – vouchers can be critical Assistance goes to big agencies	<ul style="list-style-type: none">▪ Provide rooms, not hotels▪ Inspect hotels before using▪ Assistance needs to be available to smaller agencies as well
Need communication, understanding, and access to agencies	<ul style="list-style-type: none">▪ Find liaisons from the community▪ Streamline processes▪ Apply resources to people in the most need
The largest amounts of money go to big, old organizations	Do a micro approach for better engagement and new approaches

Partnership Benefits

Overall Partnership Benefit Themes

- The community we live in will benefit
- General population will benefit
- Small and large businesses will benefit. This will create a healthy workforce and businesses will be expanded.
- The County would prosper.
- Individuals who utilize County services
- Everyone can benefit from this effort
- Folks that are in faith and houses of worship will benefit
- Single moms and their children will benefit



- Churches need to have their own committees that is connected to this purpose
- Churches need to have their own ad hoc committee
- The one who benefits cannot be one-sided; it is a two-way partnership (not just at election time).
- The residents in the immediate community will benefit.
- The folks in the immediate community of the church or organization if their voices are included.
- The folks we are trying to serve will benefit.
- Children, adults, elders, TAY, Foster Youth, and homeless will benefit.
- Young and adult men (especially Latino and African American)
- Folks who are the leaders in the community
- Churches need to start relationship building with the County and the City of Los Angeles.
- This effort would really help the church community
- The County would benefit
- This effort would help with community and County relationship.
- There is a lot of financial money on the table. The County should use this money to invest in the community. Use the funds in a worthy manner.
- Financial accountability and transparency with the government and community.
- The community needs to trust the government.
- The community does know all of the services and resources the County offers.
- By investing early in children, youth or young adults, you create preventative services.
- County/Community/FBO/Schools will create a community solution.
- As collaboration happens, it will impact students, administration, homes, and community.
- *County staff should be recruited from their respective communities. They are aware of the services in the community. They play an active role, and they promote their community.
- Mentally ill patients will benefit
- The County needs to create a liaison position. This person can serve as a connector between church and County. It is difficult to get a hold of someone in the County. The liaison will be a great help for the church to have one person to connect with in the County.
- Homeless individuals need to be referred to as people who do not have a residence.
- Help incarcerated folks. Help with education classes and re-entry into the community.

Specific Partnership Benefit Themes

Grant Funding

- Can County provide workshops on how to get grant funding?
- Can County explain to CBOs how to get assistance with Federal, State, and County grant funding.
- Desperately need capacity building
- CBOs and HOW need experienced grant writers
- Help CBOs with raising money for individuals to hire consultants
- Critical need to build Capacity-CBO are in desperate need of workshops to train CBOs how to receive Federal, State, and County funding.
- Need assistance to better understand funding guidelines and criteria. The Federal and State governments need to lower restrictions so that small CBOs can apply and receive grant dollars. Guidelines are complex.
- Small CBOs are being left behind because they are not competitive with big organizations.

Outreach

- It would be nice to have printed materials of available County services and resources.
- A book of resources and services for County residents.
- Can County create an online database with all programs and services?



Community Needs

- Each church should have a needs assessment conducted. Churches need to have a needs assessment (i.e., if they have adequate parking, childcare available, onsite security, conference rooms, how many folks attend church). We do not know what resources each church has in place.

Housing Needs

- Housing that can support folks with low income
- All kinds of counseling services (i.e., mental health, substance abuse)
- Training youth at an early age and expose them to opportunities
- Aging adults need a lot of help. How to navigate County services for older adults. Use churches as “neighborhood centers” where seniors can come and access services or get information about Medi-Care or other financial services.
- Need a lot of housing services
- Need more food banks
- Folks are struggling trying to make ends meet.

Schools

- Schools in this area need mentors for youth
- Schools need more resources (i.e., books, supplies, teachers)
- Free English classes for parents who do not know English.
- Need more youth activities
- More green space. There are not enough parks.
- More safe places for youth to hang out.

Non-Financial Support Needs

Assessment and Capacity Building

- FBOs/HOWs vary based on their capacities to do more, including their structures, abilities to and ideas on engagement, and support structure.
 - Step 1: Assessment or a feasibility study is important to make sure FBOs/HOWs have the ability to engage
 - Need to know who we are, what we have done, what we can do
 - Understand internal capacity and assets
 - Assess how FBOs/HOWs can work with young people
 - Also assess how FBOs/HOWs can help young people to understand their assets (e.g., helping them to “excavate their talents” and “reaching them while they’re young”)
 - Give us the tools and consultants to help facilitate so that they can engage
 -
 - Step 2: Capacity building, including assets and the organizational ability to fill the gaps
 - Need to focus on both prevention and intervention
 - Prevention should focus on such areas as young people, parenting, seniors, and people with disabilities
 - Step 3: Evaluate and modify as needed – an iterative process
- Need different strategies for:
 - Small FBOs/HOWs
 - Medium FBOs/HOWs
 - Large FBOs/HOWs



- FBOs/HOWs, CBOs, and businesses all need to partner with the County to help the community

Non-Financial Resources Needs

- Human capital: Staff, interns, and volunteers
- Retreats, training, and seminars that the County can offer on:
 - Capacity building
 - Financial literacy
 - Grant-writing
 - How to run FBOs/HOWs
 - Knowing where to go within the County for assistance
 - Need life skills training
 - Setting up 503c organizations
 - Stress management for the staff who deal with individuals experiencing hard life experiences that are extremely stressful
 - Technology
 - Website to go to where you can CLICK and get needed information
 - How to pursue and manage County contracts and funding
- Need to focus on rebuilding and restoring people's lives and the community
 - Need to learn "how to be human again"
 - Wrongfully assume that people know how to raise a child, get a job, be neighborly, live a healthy lifestyle, etc.
 - Provide spiritual, as well as physical, emotional, and financial support – providing spiritual support makes FBOs/HOWs special
 - Need life skills training
- Building healthy communities
 - Prescreening health clinics to identify issues before something serious happens
 - Attracting businesses that focus on healthy lifestyles (versus fast food)
 - Growing food (e.g., one FBO/HOW has a farm in South LA)
- Train County staff so they understand community needs; hire County staff from the local communities to work with the local communities from where they came
 - They will understand the communities better, particularly important for intervention
 - Some County staff are not friendly; they just follow the book
- Hard to identify community and County resources; County support services need to be easily accessible
 - Would be ideal if the County could put all of their services in a One-Stop Shop close to the community (versus residents have to go to multiple locations to get help)
 - Referred to this as the "Walmart model" with greeters to help direct people to where they needed to go.
 - Need multiple satellite locations to be convenient to people
- Need community liaisons
 - Need to be "on the ground" – close to the community to build relationships, coordinate efforts to make things happen, and hold FBOs/HOWs and others accountable (see other comment about County hiring people from the community to work in the community)
- The County owns buildings and land and has rooms in buildings that are vacant (or not always used). Some of these buildings and land are eyesores – blights in the community. People break into them, which increases crime.
 - The County should issue a list of these vacant buildings and land.



- Make it possible for FBOs/HOWs to pay (not free but affordable) to use these facilities to:
 - Serve the underserved in these facilities, including:
 - Affordable housing (might be cheaper than hotel vouchers to convert some of these buildings into affordable housing/apartments)
 - Homeless empowerment centers
 - Afterschool and tutoring programs
 - Hold FBOs/HOWs accountable for the use of the property:
 - Data: Report number served
 - If a facility is in a different locality that doesn't have underserved populations, allow FBOs/HOWs to use that facility for some other use that can generate a profit and then use the profit to reinvest in the underserved communities
 - Might establish a 5-year option (to show accountability) with a 10-year renewal that allows for ownership
- Clearinghouse of information for FBOs/HOWs for them to connect and share events, lessons learned, available services, etc.

Populations Served

- Avoid making people victims – be mindful of the language used
 - Refer to “formerly incarcerated individuals” as “returning citizens” – similar to how veterans are referred to
- Help FBOs/HOWs to connect with DCFS to help foster youth
 - Once had a program – “Covenant Kids” – that trained volunteers to work with foster youth; in turn, DCFS paid for the insurance for vans to provide transportation for the foster youth.
- Children and teens
 - Important to focus on youth
 - Need programs and activities that attract youth (and keep them engaged/learning and out of trouble)
 - Many youths have never been to the beaches, church, etc. – “the influence of grandparents is lost”
- Returning citizens
 - FBOs/HOWs need guidance and training on how to work with returning citizens
 - Because of prison experiences, many returning citizens need rehab because they have been traumatized (e.g., FBO/HOW members may embrace them to welcome them, but such embracing is uncomfortable since such human contact was forbidden for so long)

Additional Comments

- Learn how to pursue County funding
 - FBOs/HOWs need start-up grants, similar to what small businesses need to get started
 - Share lessons learned – many FBOs/HOWs have never pursued County funding or contracts before
 - Example of a good program: Alternatives to Incarceration (ATI) incubator lab (weekly, virtual, and 13-weeks long) that enabled an FBO/HOW to successfully prepare and win a grant
- Need realistic expectations, especially when the County issues programmatic changes
 - Takes time to make requested changes
 - Programs have changes in numbers served, which can have a negative impact on the program; instead of thinking through how to revamp or modify the program to make it more viable, the County drops the program
- Accountability is important – need metrics (e.g., number of individuals housed)



Outreach and Knowledge-Sharing

Communities do faith-based organizations need to reach:

- **Youth:** FBOs/HOWs and County need to reach out to youth by fostering a safe space like churches
 - Need to provide safe and accessible (i.e., free of cost) transportation for youth to religious institutions
 - FBOs/HOWs need access to live scan to vet drivers
 - How can County help make live scan tool more accessible and affordable for all churches?
 - DCFS used to provide insurance; how can County help to make insurance more available
 - Can FBOs/HOWs make partnerships with senior citizen centers and use their drivers?
 - FBOs/HOWs and County can directly learn from and connect with youth, understanding more about their traumas and needs
 - Challenge with engaging with foster youth
 - There is a need to connect youth with caring adults
 - Churches do not focus enough on the children in the community they serve, and they are not going to church like how adults used to when they were kids
 - Youths to focus on include suicidal youth, foster youth, children in the local community, special needs kids
- FBOs/HOWs need to foster a safe space to reach out and engage with vulnerable populations, including **returning citizens who were formerly incarcerated**
 - How can FBOs/HOWs help this population integrate back into the community and the church?
 - There needs to be an expert in the church who can provide training for leadership on how to embrace and engage with “ex-offenders” when they come into the church community. For example, when women return to the community from incarceration, they are not used to being embraced by men. Church leaders and pastors are typically men and so this makes it difficult for women who are returning to the community.
 - The church needs more resources and training on how to engage with members who have mental health concerns and trauma
- How can FBOs/HOWs reach and serve **victims of sex trafficking**?
 - How do churches help make them vital members?
 - Need to provide services and resources, including counseling, housing, job training
- How can FBOs/HOWs reach and serve the **aging community**?
 - FBOs/HOWs should unify and partner with senior centers
 - FBOs/HOWs can act as conduits with County agencies to improve services for the aging population, including information about the aging population and what services are available and needed
 - Need appropriate and accessible website and media outreach
- How can FBOs/HOWs reach other **racially minoritized groups** underrepresented in local religious institutions?
 - Language access
 - Services and information in appropriate languages

Ways for faith-based organizations and County stakeholders to reach communities and to share knowledge:

- Mechanisms to communicate with each other **regularly**, such as quarterly agency convening with FBOs/HOWs to hear and learn directly from each other
- County should continue to collaborate with local faith-based institutions (e.g., churches) and use local institutions as neighborhood centers, for example, as emergency centers during the peak of the COVID-19 pandemic
- Transportation to and from religious institutions



- Need to bring experts and specialists to train and support community members on how to build community, including how communities and FBOs/HOWs can apply for and receive grants and financial resources
- Partnerships among churches, schools, local parks, and County stakeholders
 - Where to get money to develop partnerships?
 - Two-way relationships
- Quarterly assessment by the community for the community
 - Liaison from the community who is trained and have the lived experiences of the community
 - Have public and community meetings to assess findings
 - Make recommendations based on findings that are actionable
 - Make assessment accessible (i.e., easy to find and easy to understand)
 - Online and mail-in surveys from the community to local residents
 - Funded by County
 - Ask “What is impacting you?”
 - Need to have measurable goals from the community
- County resources specifically for FBOs/HOWs
 - E.g., phone numbers to call, types of assistance from the County, successes to serve as models and best practices
 - County needs to understand the mission, values, purposes of each FBOs/HOWs to provide important information and resources available in specific communities
 - What are resources to help community members and FBOs/HOWs start senior programs and housing programs?
 - Funds available?
 - Training and resources available?
- Quarterly newsletter providing reports and testimonials of FBOs/HOWs, members, and success stories
- To Karen Bass: Homelessness resources should not go through HOPICS, LAHSA, etc. because they are not using all the money to help house the homeless. “Where is accountability”?
- Capacity Building: Explore, train, and provide resources for FBOs/HOWs on how to:
 - Collaborate
 - Focus on visions
 - Training on how to partner
 - Find opportunities for funding and partnerships

Partnership Structure

What should be the purpose(s) of the new structure(s)?

- **Action oriented**, must act with urgency
- **Inclusive**: all faiths and non-faiths that are willing to work together to help address local needs of community residents are welcome
- **Education and Capacity Building**
 - Capacity building/development/training: paths to access services/funding (e.g., a training academy to help smaller FBOs/HOWs develop and grow)
 - Educate FBOs/HOWs regarding County: organization, roles, departments, and services provided (a potential focus: homeownership)
 - Educate County regarding all things FBO
- **Community Data and Analysis**
 - Provide data and analysis related to the local community
 - Conduct a local needs/resource assessment of local churches

- Develop an inventory of services/resources conducted by neutral party regarding existing active resources, esp. led by people of color
- **Communication:** develop outreach strategies and materials to engage other churches, the community, and media
- **Local Network/Facilitate Connection of resources**
 - Serve to connect/network faith-based organizations to each other, the County, local providers
 - Leverage and build new relationships
 - Identify under-used inventory of County properties
- **Accountability**
 - Create joint accountability between the County and the community
 - Help break up bureaucracy to serve those in needs, make a measurable difference
 - Shut down LAHSA!

Might we need more than one?

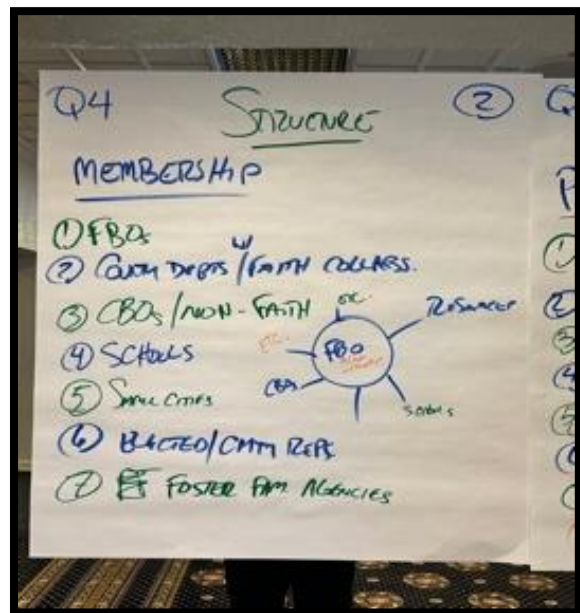
- Structure must be a sub-Service Planning Area (SPA) level
- Hyper-local, representative of local community – may need multiple structures/coalitions for different communities
- Build on what already exists (e.g., SPAs), no need to recreate wheel
- Roll-up to the County
- Must define clear roles and rules for members
- Serve as a guiding coalition to inform the purpose of the structure

What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County?

- **Pros:** Outside: Joint accountability, shared responsibility, greater respect for community voice
- **Cons:** Inside, too bureaucratic, not responsive to local needs

What should the leadership/composition/focus of the structure(s) be?

- Not County-led, must be co-led in partnership with FBOs/HOWs
- Membership should include:
 - FBOs/HOWs
 - County departments that have faith collaboratives.
 - CBOs/non-faith groups
 - School
 - Smaller cities?
 - Elected official/community reps.
 - Foster family agencies.
- FBO/HOW co-led structure with County with resources and initiatives as spokes to be invited as needed, extending outward, connected via dotted lines





People in Need – Who We Serve

- Using Social Media
- Youth Outreach
- Creating a Liaison position from the community to work between the County and community
 - They can act as an educator for the community on County resources and understanding the various County spaces
- Diversity of programming from the County
- Local gatherings of pastors
- Work with local business who connect with the community (i.e., grocery stores, laundromats) that can host gatherings and post flyers
- Connect with schools
- Creating community events – smaller intimate gatherings (Cafecito's, dialogues, house meetings)
- Have suggestion boxes at various departments but ensure that they are actively being reviewed by someone who can act on them
- Support churches on how to go into the community and hear from them and learn their needs (in essence how to be good neighbors).
- Creating accountability on how fundings is being used by Departments.
- Standardized and simple assessments at every County building.
- Gain Insight from elders in the community
- Be welcoming of all feedback, even complaints
- Create opportunities for youth to be leaders in this space
- Making sure to include a cross-section of generations in the conversation
- Fund FBOs/HOWs to support with outreach on this effort (traditional and social media)

Supervisory District 2 Input: Oasis Church, Los Angeles, CA

Effective Partnerships

- Need a voice with the County
 - Get us involved early – County often decides and tells us what the solution is
 - Need to be proactive not reactive; we have important input
 - Develop issue-based commissions with faith membership to coordinate (e.g., veterans or foster youth entities)
 - County area representative that we can build relationship with for two-way communications. Point us to the right County department, and let County know what is happening in the faith community that is relevant to their purpose
 - Faith Advisory Board that we can escalate issues to when the County is non-responsive or making the wrong decision (e.g., letting people stay inside during the rain in an emergency)
- Many FBOs/HOWs do not know about the County. Train faith leaders to educate other faith leaders about the County
- County COVID response hurt the faith community (rent eviction moratorium offered to individuals; some churches). Small FBOs/HOWs were especially hurt, faced issues with rental costs, and were hampered in their ability to keep their congregations strong
- Historically, HOWs have had to set up 501 I (3) – Pastors had to be managers of separate organizations
 - Need a new narrative: Why do we have to sacrifice our beliefs to work with the County? We need to be pluralistic.



- Non-believers can be open about their beliefs
- Trans people can be open about their beliefs
- Why can't we be open about ours **AS LONG AS WE ARE NON-DISCRIMINATORY IN THE PROVISION OF SERVICES?**
- Simplify granting processes to FBOs/HOWs
- Be certain to provide language access
- What can a church do, as a small village or community, that the County cannot?

County Changes

Needed Change	Requested Response
Does the County have a needs list?	What are we trying to solve – find gaps
Funding is cumbersome	Streamline – find lanes funds can go through
Women's health services that the County does not like	<ul style="list-style-type: none">▪ Can County include these services?▪ Change messaging, allow more people at the table
Diversity	Allow FBO/community input
Transportation for kids – especially in County (unincorporated) areas	Funding is insufficient – Red line is no good, need bus and Uber access
Korean and Chinese language access is missing, constituting a denial of services	<ul style="list-style-type: none">▪ Language access is mandated by law▪ There is too much demand to be met by volunteers▪ Need outreach and recruitment▪ Need paid workers▪ This is part of inclusion▪ Include children and families

Non-Financial Support Needs

- Government Systems/Agencies “don't work”
 - Calls to 911 not responded to, unless you have a body
 - Graffiti is not removed, hate crimes
 - Culver City response is much better
- Church vs State
 - Should be more cooperative
 - Should have youth suicide programs in schools
 - Root causes of youth suicide need to be addressed
 - County does not value the importance of Spiritual Health
- Volunteer opportunities with and in the County should be posted
- A shared searchable database showing available services provided by either the County or local community organizations should be available
 - County services should be easy to identify and get to
 - What services are available, where, provided by whom
 - What steps need to be taken to access the services
 - County should be held accountable for providing County services
 - Database should share other information about services provided



- Job availability and training
 - Housing
 - Food pantries
 - Etc.
- Need an effective 211 referral system
 - Robust, accessible, and easy to use
 - Information should be “audited” routinely to make sure accurate/current
 - Is there an alternate way to refer folks to services
- Training by County on what steps need to be taken to provide certain services
 - E.g., the “how to” of Housing Development
 - What are the County requirements?
 - How to minimize the time/requirements to get approval
 - Can the County “cut the red tape” to make it easier
 - Train-the-Trainer
 - Train those that help others get services on how to do that – they are the bridge that get those in need to the services that are needed
 - Train-the-Trainer sessions should be available in the “language of the street” – the language of those receiving the services
 - Provide training to those who are being housed so they have the skills necessary to be successful and stay housed
 - Other skills training, e.g., Financial Literacy, Job Training, etc., necessary to be successful
- The County does not understand FBOs/HOWs
 - FBOs/HOWs are trusted by their communities and those that they serve
 - County wants FBOs/HOWs to build capacity and resources but provides nothing to the FBOs/HOWs
 - It would work better if the County removed the restrictions hindering FBOs/HOWs from getting support from the County
 - How do FBOs/HOWs partner with the County and continue to be true to our faith-based values and calling

Outreach and Knowledge-Sharing

Outreach

- The County needs to do a better job of reaching people in multiple languages.
 - It does a good job in Spanish but ignores Spanish dialects (e.g., Oaxacans and indigenous dialects)
 - Individuals who speak Korean and Chinese represent 50% of the County but almost nothing is done for them.
 - Beyond the 12 threshold languages in Los Angeles County are other large populations (e.g., Bangladesh, Burmese) in need of services.
 - If nothing else, the County should start with the top 3 or top 5 languages most frequently spoken in the County.
 - FBOs/HOWs have members who are bilingual and can serve as bridge builders
- COVID-19 opened up the virtual world. Can have more meetings per day – better outreach.
- Would like more outreach and connections in serving youth:
 - Would like a list of sources and programs that are safe for youth to participate in
 - Would like to know who else is working with youth



Knowledge-Sharing

- Need for regional distribution centers to gather and share information
 - Multi-lingual website since many faith leaders and residents have access to information today from their homes
 - Resource database, by region
 - Recruitment needs, by region
 - Connect with one another, by region
 - Community resources available, by region
 - Koreatown would be a good site for such a center
- One organization (FACE) received a “Stop the Hate” award from the U.S. Federal government. All grantees are posted on a website so information can be shared across the nation.
- In-person gatherings (such as the listening sessions) at appropriate times (e.g., some pastors can only attend at night since they have day jobs as well)
- Share information through social media
- Want to know about FBOs/HOWs with successful models – “those doing it right”
- GRACE/End Child Poverty CA at the State level has the goal to reduce child poverty by 10%; Shimica Gaskins is the CEO

Other Models

- The White House has a Faith-Based Office with a marketing outreach component
 - Los Angeles County would need one more than one office, given its size.
 - Would need a marketing branch to get information out
 - Would help not to avoid FBOs/HOWs feeling isolated from each other
 - Recognized that the language must reflect interfaith, not specific faiths, that the FBOs/HOWs could adapt to reflect the languages of their local congregations – more familiar language and more faith-oriented
 - Share information with all
 - Protect the firewall between Church and State
- CityServe (<https://cityserve.us/for-churches/learn-more/>) was identified as a model for the County to look at. It has set up Dream Centers in Los Angeles and Orange Counties, providing different kinds of resources and services (e.g., grant-writing).
- Las Vegas is smaller and has greater clarity of where to go within the FBO/HOW community for help – has a central organization and lots of partner organizations

County Relationships and Contracts

- Who do I talk to in the County unless I have an “IN” with the County?
- No one knows what all the County does or where to go, especially hard if one is new to Los Angeles
- It is hard to pursue and manage County contracts.
 - Have to partner with others to do it.
 - FBOs/HOWs lack resources.
 - Need to know how the County works.
 - Need access to a County portal for bids.
 - Should include FBOs/HOWs and CBOs.

Partnership Structure

What should be the purpose(s) of the new structure(s)?

- **Community representation/inclusion**



- Interfaith membership, but focus on improving outcomes for those served
- API and broader community representation, such as intragenerational Central American community and other key local groups
- Ensure local resident representation and language access, especially in Korean
- Ensure diversity of ethnicity and try tribal dialects
- **Coordination/results-based body**
 - Must build trust with FBOs/HOWs and community groups
 - Body must establish clarity of purpose, prioritize efforts and develop strategies to address gaps/needs
 - Establish clear values/integrity
 - Establish clear priorities for identifying and pursuing funding/resources
 - Convene local resources, FBOs/HOWs, and CBOs
 - Unify the County's and City's missions [re: services and priority pops.]
 - Must be honest/open with limitations, do not overpromise, follow through on commitments made, "no empty promises"
 - Centralize information exchange
- **Build capacity/sustainability of local FBOs/HOWs**
 - Serve as a sort of an advocacy body for community
 - Must be sustainable beyond a Supervisor's/Mayor's election
 - Must address power dynamics between County and community – establish mutual accountability
 - Promote emerging and best practices
 - Establish mentorship programs between larger FBOs/HOWs and smaller FBOs/HOWs
 - Break-up existing monopolies: larger FBOs/HOWs receive most of the resources, smaller FBOs/HOWs must compete for leftovers
 - Training, to include:
 - Data: access, collection, and use
 - Outcome measurements
 - Evidence-based processes
 - How to apply, manage/administer resources and funding
- **Communications/inform policy**
 - Educate community regarding the role of the County versus the City and other jurisdictions, what can the County do and not do
 - Help to create faith-based policy that is incorporated into the County's structure/departments
 - Use innovative technology, not just web and apps. To streamline service access/information
 - Serve as a clearinghouse of info., resources and services to increase use of services
 - Serve as a point of contact between the County and FBOs/HOWs

Might we need more than one?

- Develop a local body that rolls up to a regional body and countywide structure
- Create a local Faith-Based Action Council (FBAC) that
 - Is service/outcome focused to address community needs
 - Serves as a table for FBO/HOW community to organize itself
- Body that addresses priority areas and pops., *as determined by FBAC*, such as food scarcity, foster care, homelessness, etc.
- Co-led with the County *but majority of decision-making power* lies in the hands of the FBAC
- Serve to establish checks and balances, and mutual accountability



- Recommended FBAC funding functions, provide:
 - Stipends for childcare, etc. for FBAC participants that need them
 - Reimbursement grants for FBOs/HOWs – must have a track record and history of trust in the community.

What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County?

- Recommend effort to be part of the County (e.g., arm of the CEO)
- Pros:
 - Be connected to County
 - Show County's commitment to engage community
 - Accountability
 - Access to County resources
- Cons:
 - Bureaucracy
 - Power dynamics [mistrust, County control]

What should the leadership/composition/focus of the structure(s) be?

- A FBAC of about 20 to 25 people, very representative of community
- County representatives: Board Offices, Departments (especially those that have a FB initiative/allocated staff)
- FBOs/HOWs, CBO's, philanthropy
- Include experts who understand community in those doing the work
- Members must be active in issue/priority areas and have a history of working in the community and building trust

Voices Served

Major questions: How do we engage people? How do we keep them engaged?

HOW? (How do we get the voices of individuals served in the discussion?)

Develop relationships:

- Invite them to participate, to be part of listening sessions.
- Build relationships.
- Beneficiaries can be advocates.
- Do not make people feel like they are being used
- Do stuff on the weekend, not just the week. Have services available on weekends.

Get data

- Get data on County needs. Do accurate needs assessments.

Reduce barriers:

- Consider the time of day. (People work during the day)
- Make sure you speak their language.
- Get the word out – publicize events, etc.
- Reduce barriers around immigration.
- Do warm handoffs to services.

Involve trusted leaders:

- Go through trusted and respected leaders, including at churches.
- Do not make cold calls.
- Local leaders can play an important role.



- Schools, churches, community organizations (baby to baby)

Pathways to getting people involved:

- Hold health fairs, events
- Through organizations like 'laundry love
- Go where people are
- One-stop wraparound events

Communicate:

- Give the right information.
- Streamline communication
- Give correct phone numbers.
- Communicate by using real people.
- Use the language of love.
- Use inclusive language without promoting certain populations (that inevitably exclude those who believe otherwise). If you promote some, you may lose others.

WHY? (Why should we care? What is the impact of involving the voices of individuals served?)

- People want to be heard and listened to. Some have complaints. Some want to be listened to.
- Those the County is serving are the missing pieces.
- Individuals don't know how they can benefit.
- There is a lack of accurate information and it's hard to find.
- The input from residents can make programs better and beneficiaries' lives better.
- They sometimes feel like their voices do not matter.
- They need a seat at the table.
- People might lose hope and just decide to do things on their own without help.
- The County has resources to share. People do not know what's available and how to access services.
- It's important to have first-hand voices, not just statistics and data. It doesn't work to build programs just based on data.

Additional Voices Heard and Served

- People in need
- Anti-suicide
- Anti-bullying for our youth

Korean Language, Language Diversity, and Inclusiveness

- Focus is on addressing language rights or language access issues in two languages: English and Spanish. Applaud all the efforts and achievements for Spanish language access. However, LA is a lot more diverse than two languages.

Korean and Chinese

- There should be a Korean language listening session.
- LA County has a great deal of linguistic diversity. People keep throwing numbers like "80 different languages" or "100 different languages". That is "neither here nor there." Korean is a high-volume language in LA County. LEP (Limited English Proficient) Korean speakers meet the threshold numbers for in-language services.
- Korean is a tier 1 language in LA City, second only to Spanish. LEP Korean and Chinese speakers comprise approximately half of all LEP Asian Americans in LA County.
- Since pandemic, Koreans and Chinese have been the most targeted for anti-Asian hate in Los Angeles County.



Lack of Religious Diversity

- A lack of religious diversity. LA County is more than Christian and Jewish.
- There is a sizable Bangladeshi population in Koreatown. Bangladeshis are mostly Muslim. The Islamic Center on Vermont is in Koreatown. There are several Korean Buddhist Temples in Koreatown. The Mongolian community in Koreatown is Christian or Buddhist.
- What kind of outreach occurred for non-Christian and non-Jewish faith-based organizations? Islam and Buddhism are two major religions.

Supervisory District 3 Listening Sessions

Supervisory District 3 Input: Shepherd Church, Porter Ranch, CA

The Listening Session at Porter Ranch consisted of focus groups exploring all six questions. Consequently, there is some overlap in the summaries for this Listening Session.

Effective Partnerships

- Must consist of two-way relationships, build on trust
- List of points of contacts (County, FBO, others)
- Access to services
 - Use online application tools to access government and local services, shelters, resources, etc.
 - For example, app called [SBAT](#) (Service & Bed Availability Tool, DPH Los Angeles County).
 - 2-1-1-like service but with updated information and easy to navigate
- Quick response to needs, identify gaps/awareness of needs
- Speakers Bureau model: Subject Matter Experts can educate members regarding issues, existing resources and services, etc.
- Homeless coalition of services using FBOs/HOWs as a central backbone organization
- In-person engagement
- At the Antelope Valley Listening Session, Supervisor Barger talked about a “firewall” for FBOs/HOWs that is coming down and opening up opportunities for FBOs/HOWs – what is meant by the “firewall”?
- Public accountability for how dollars is spent – are the dollars used in the way they were planned for?
 - Transparency on how the funds get spent – no agenda and no misappropriation of funds
 - County cannot tolerate discrimination; one abuse can “shut down” the whole effort
 - Dollars used to supplement County services might be used for other purposes or dollars planned for serving the underserved might be redirected to other needs (e.g., roof repairs) if FBOs/HOWs receive funds to serve underserved
- How can you be sure that dollars spent in serving children in need will not fund programs to indoctrinate those children to pursue a particular religion?
- Plan for emergency needs such as warming or cooling centers the same way we plan for fires and floods.
- FBOs/HOWs are trying to help meet urgent needs – it is like a disaster.
- Make the same exceptions to “business as usual” that the County does for other emergencies such as COVID.
- Focus on empowering FBOs/HOWs as opposed to regulating them.
- Effective partnerships will include schools.
- CoLAB: Co = Together + Leadership Accountability, Benefit (LAB)
- It is all “us” not “us and them”
- Redefining success to look at and measure outcomes

- There needs to be a point-person who owns this project – high level office with a brand; not an elected official because it needs to survive multiple election cycles
- At a County and local level, develop a flow-chart – who does what, where does the money go
- Partnership is a two-way street, not one-way
- County needs to model internally what they want to see in their collaboration with FBOs/HOWs
- County needs to figure out how to include a broader representation of faiths; it is not our problem to bring other faiths in
- Good models in Houston, Milwaukee, San Antonio
- Our current approach is like adding rooms to a home every time a new need is found; no one is looking at the blueprint to figure out a more organized way to respond
- Effective communications with the whole community
- Sharing of information
 - Shared database of FBOs/HOWs services, targeted recipients, areas served
 - Shared database of County services, targeted recipients, areas served

County Changes

- Change unnecessary policies that limit/restrict funding
- Need flexible/less bureaucratic funding to help engage community (e.g., to secure venues, provide SWAG, food, coffee, etc.)
- In-person meetings to address “zoom fatigue,” build relationships
- Engage community/populations such as youth to become involved in community and preventive activities, use a community organizing approach
- County needs to be more flexible toward (or define how they can work with) FBOs/HOWs (e.g., be OK with distributing religious flyers, documents, etc.)
- County and FBOs/HOWs need to meet regularly on a 1:1 basis to:
 - Listen to FBO/HOW concerns, take quick action to address them as needed/possible
 - Develop tailored relationships
 - Perception: relationship is not genuine if it’s not specific, targeted, action- and results-oriented
- FBOs/HOWs prefer to partner, not pioneer; have pioneered in the past and it was hard
- Government is hard to partner with
- Pursuit of government funding is hard so do not try
- The County does not seek out FBOs/HOWs and CBOs to partner with
- Set up a “homeless connect day” where people can come to get food and at the same time can connect to services.
- Streamline processes.
- Provide enhanced mental health resources.
- We need to focus on action
- Focus on “How do we help one another”
- Resource the organizations and people who are doing the job well
- Arrange a one-stop-shop to answer questions and offer services





- Competition for grants makes for winners and losers; Figure out how to create value in partnership, itself – both County and Philanthropic granting
- Why tell you more when I have already said it before – Knowledge exists, we need to move to action
- Need to work with both big and small FBOs/HOWs
- Bring County mindset away from process to outcome

- FBOs/HOWs need to know what resources/services the County can provide
- All members (County, FBOs/HOWs, et al.) understanding, share, and support each other
 - Expertise, skills, and talents
 - Resources and focus
 - Goals and progress
- FBOs/HOWs often have underutilized service capacity that the County could direct those in need to
 - FBOs/HOWs could use County's help referring those in need to FBOs/HOWs available capacity

Partnership Benefits

- The communities we serve will benefit most
 - A village mentality needs to be developed
 - Non-judgmental
 - Trusting
- Populations cited
 - Vulnerable people
 - FBOs/HOWs
 - County/government
 - CBOs
 - Residence/clients
 - Community/families
 - Undocumented populations, and other underserved populations
 - Law-enforcement
 - Body politic
 - School system
 - Unused or underutilized venues (would be maximized)

Non-Financial Support Needs

- Non-financial needs should be emphasized.
- Education: learn about services/resources provided by local FBOs/HOWs, CBOs, County and others
- Make resources more efficient, easy to access
- Listening and developing one-on-one relationships with FBOs/HOWs
- Build relationships of trust: providing mutual aid to address specific community issues
- Facilitate networking/leveraging of FBOs/HOWs/County/community resources
- Allocating faith-based liaisons within County departments using existing unused items
- Facilitate interdepartmental communication/coordination/service delivery
- Showing up: leveraging human capital
- Resources: Identify underused venues that can be used for meetings, etc.
- Greater clarity on separation of Church and State – in place to protect both the Church (freedom of religion) and the State
- Conduct a survey of what is being done now across FBOs/HOWs and CBOs



- Provide a central number to call when needs are identified (e.g., homeless shelters); existing resources talked about include:
 - Global Orphans Fund (Kansas City) offers the Care Portal, currently being piloted with FBOs/HOWs and the Los Angeles County DCFS for foster kids (currently piloted with Foster Care and Hart Union School District)
 - Shares a brief bio of youth in need (e.g., needs a bed) that is shared in a 5-mile radius
 - Provides data, monitors effect, monitors expenditures, identifies areas of concentrated poverty, protects data
 - Volunteers work with County social workers to help at-risk youth
 - Also being used in India and other parts of the world
 - What I Need (WIN) is an app by a nonprofit organization that provides information on available services and resources
- FBOs/HOWs are not experts in areas of mental health, housing, foster youth
 - The County should ease the process on how to engage/use volunteer organizations to meet unmet needs
- Support CBOs provide services
 - The Clergy Community Coalition (CCC) in Pasadena opens FBO/HOW doors during cold weather. The FBOs/HOWs receive a stipend from the City of Pasadena to cover the costs of food, bedding, cleaning, etc.
 - The Sikhs provide free lunch.
- Mutual support and distribution of available services
 - A process that supports County referrals of those in need to FBO/HOW provided services and FBO/HOW referrals of those in need to County provided services
 - Awareness of FBO/HOW and County services to enable referrals
 - Database detailing services provided – type, day/time, location, etc.
- Help getting grants – availability, training, workshops, tools
- Layering of County services with FBO/HOW provided services
 - FBOs/HOWs provide “base level” services – food, clothing, shelter
 - FBO/HOW services providers are not trained on “second level” service
 - E.g., psychological awareness
 - It would be helpful if the County could “stop by” locations where/when “base level” services are being provided to offer guidance on identifying “second level” service needs
- Provide public awareness campaigns of FBOs/HOWs and CBOs that provide services to communities
 - Highlighting local organizations “doing good” in local communities
 - Periodic recognition awards to FBOs/HOWs, CBOs, schools, and other organizations celebrating the service to their communities

Outreach and Knowledge-Sharing

- Provide benchmark measurements and assessments
- Provide points of contact by area – preferably using people from the area
- Enlist Chambers of Commerce as channels – FBOs/HOWs are active in some of them.
- Provide opportunities for FBOs/HOWs to reach out to the County.
- Have FBOs/HOWs identify contacts for County faith-based coordinators, a new, developing County program.
- Take advantage of FBOs/HOWs as neutral, safe ground in the eyes of people who need services.
- Use schools as information channels – some school children are trusted sources for immigrant parents.



- Offer training in County processes.
- Offer training in intervention practices.
- Provide easy-to-find information on County Services. FBOs/HOWs lost some knowledge in COVID and need to regain it.
- Offer a website like 211 for FBOs/HOWs.
- The Society of St. Vincent de Paul has resources they are willing to share. Contact mherrera@SVDPLA.org
- Build on what works; models that work
- Can all the “tribes” come together to generate positive outcomes
- Contact Information for County services and points of contact
 - Working telephone numbers, websites, etc.
 - Calls need to be answered
- Establish liaisons for County programs
 - Would enable developing a “personal” relationship with those assigned to service areas
- When searching for information the search starts locally
 - Individuals do not know who provides which services
 - Information about who provides which services and how to contact them should be shared with and available at County, City, FBOs/HOWs, CBOs, and other local sites

Biggest Takeaways

- Do data-gathering, including those FBOs/HOWs and CBOs that attended and did not attend the listening sessions
- Pilot and then scale the effort
- Need the ability to do course correction once initially started
- Defined shared values and commonalities – we are here to help humanity
- Be inclusive and minimize being exclusive; thinking about how to brand the initiative so inclusive
 - Americans United for Separation of Church and State include FBOs/HOWs and Atheists; a Pastor heads it
- Noble gesture – do not get lost in the weeds. Possible to deliver a well-thought out and efficient caregiver approach that could serve as a model for the world
- Put safeguards in place
- Come together to address the most vulnerable

Partnership Structure

What should be the purpose(s) of the new structure(s)?

- Serve as a coalition to commit services to the homeless
- Address barriers to services (e.g., NIMBYism)
- FBO/HOW Hub/network to distribute information, resources and educate members about the County (organization, role, services, etc.)
- Leverage/sharing best practices resources
- Facilitate networking of FBOs/HOWs and County resources

Might we need more than one?

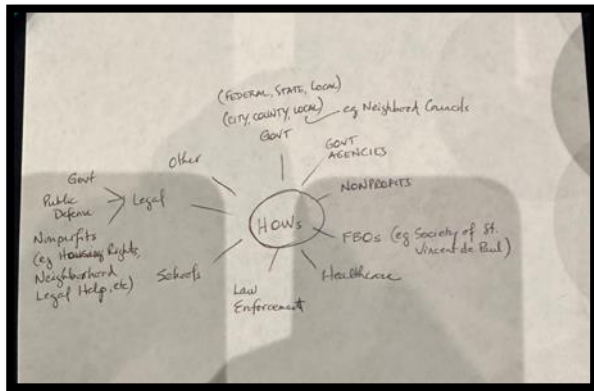
- Local (Chatsworth and Canoga): Hubs that roll up to the Service Planning Area (SPA) or regional levels
- Structure needs to be outside of the County

What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County?

- Pros: N/A
- Cons:
 - Bureaucratic
 - County's lack of accountability, transparency, and action have made matters worse for some community residents

What should the leadership/composition/focus of the structure(s) be?

- County facilitated, but not County run body
- Inclusive, interfaith group, FBOs, and HOWs
- Central hub/backbone organization
- County/unincorporated areas
- Government/cities
- CBOs
- Neighborhood councils
- Use Interfaith Solidarity Network model as an example
 - Build on emulate Network, consisting of interfaith and secular (atheist) groups
 - See wheel and spoke organizational model below



Other Structural Points Made

- Private 501(c)(3)
 - Philanthropies to finance
 - Include regional sub-organizations – including City-centric
 - County can participate, not lead
 - Act as “sub-grantor”
 - Provide collective voice to County to
 - 501(c)3 provides safeguards but concerned about who will do the oversight; IRS is currently thinly staffed
 - Charity Navigator that rates NGOs
- Two steps needed
 - Set up shared data base at Regional that rolls up to the County level (must be accurate and up to date)
 - Inventory government services
 - Inventory faith-based services
 - Identify what is missing
 - Collaborate about solutions

Bylaws and Meetings

- Define goals and values
 - All involved share the same interest – delivering services to feed people, providing foster care and housing, supporting the community, etc.
- Bylaws should state that the organization must be nondiscriminatory



- Meetings
 - Transparency
 - Guidelines for decorum
 - Posted agenda beforehand
 - Defined goals
 - Conduct hybrid meetings; record meetings and post on YouTube

Possible criteria for assessing structural options:

- Cost-effective
- Outcome based
- Motivation to participate
- Inclusiveness
 - Reflective of the County demographics/needs
- A County-led body would put accountability with the County
- A 501(c)3 body would not establish County accountability
 - Would potentially be self-serving and subject to corruption, nepotism, etc.
- Whatever structure, Issues that would need to be addressed include
 - Need local resources
 - Should be local community driven
 - Minimize red tape
 - Avoid conflicts regarding “values” and “faith” issues
 - Avoid issues that would restrict or prevent funding

Supervisory District 3 Input: The Jewish Federation of Greater Los Angeles, CA

Effective Partnerships

- Partnerships means all groups are invited to the table
 - Work with and leverage existing coalitions and networks
 - Easier to mobilize quickly – by specific issue
- Listening and being heard – follow up!
- Engaging partners – going to the community
- Needs to go both ways – not seeing what the County is doing, especially for the homeless
 - If the County is doing something, the community doesn’t know – does not communicate or share with the community
 - People do not know what the County is doing
- Convening sessions – bringing groups together
 - This session
 - A faith summit
- Look to existing coalitions/partnership for models
 - LARRP
 - Westside Coalition

Communications and Information Sharing

- Communication is key:
 - Community needs help getting word out and learning about opportunities
 - Meet with City representatives and County Supervisors

- Board of Supervisors needs to have their offices present
 - Designate a point person on staff as the point of contact in the Board of Supervisors, offices, departments – by SPA and Supervisorial District
 - Prepare a list of who to call
- Contacts are long-standing in interfaith groups and, thus, can reach broader networks, making FBOs/HOWs key groups to share communications and information – build an interfaith solidarity network
 - LACRL.org
 - ICSocal.org
- Ways to share information on resources; central database
 - Funding to create this database and backbone support
 - Database that is accessible to partnerships
 - Ways to look at resources regionally and by neighborhood
 - Include libraries as local access points
- Structure where groups can connect with others, make referrals, and share information
 - Coordination
 - Need point of contact/name and warm handoff
- Hub run by the County, but the community can add into, access
 - Highly localized
 - Show all partners – not alone
 - Encompass all issues – not just homelessness or mental health.



County Improvements

- County should do a better job of consolidating and clarifying its efforts – lots going on in this space
- Issues of one area of Los Angeles are considered Countywide issues

County Changes

Complexity and Size of the County of Los Angeles

- What does the County do? What is the goal of the County? Not clear.
- Service Planning Area (SPA) groups – work should be in local villages and neighborhood hoods. The County is too big otherwise.
 - Develop a “villages” mentality
- The County’s job is to provides related to addiction and mental health
- What is the quality of emergency provisions?
- Time: Services should be 24 hours. Individuals’ needs do not end at 5:00 p.m.
- County should report back to the average L.A. County resident about what it is doing

Los Angeles County-City Relationships

- Define the differences between the County and the City of Los Angeles
 - How do the County and City communicate with each other?
- How can we unify services and make them regionally relevant



Affordable Housing

- Affordable housing is “broken”
 - What does the County do in housing? How do things that the County provides affect the housing situation?
 - What does the County do? It should communicate and provide resources.
- How do areas of tent communities disappear? What is the process? How is it determined?
- Less red tape. Immediate access to housing
- Funding exists but nothing changes. How is the funding dispersed?
- When applying, end up going in circles.
 - Geographic locations are deterrents.
 - Location of service centers
- Learn from the San Diego model – cut red tape and time. Provide vouchers for housing and involve less people in the process.
- Downtown Crenshaw Rising: land trusts so housing can be sold versus developed into malls – promote homeownership on trust land (Sankofa Park in Crenshaw) (support)
- Can the County support efforts in neighborhood organizing? Lift up, bring together, connect to resources?

Mental Health Support

- Need a separate program for mental health services
 - Crisis clinics, not emergency rooms
 - Support networks
 - Three-quarter and half-way housing, transitional housing
 - Full support: Community housing run by professional staff

Communications

- Publish resource streams via social media in multiple languages
 - Can use FBOs/HOWs to help spread the information
- The communication chain is broken between the State, County, and City

Other County Changes

- Where are the pathways for a person to volunteer or help?
- FBOs/HOWs are doing the work already. How can they access and receive grants, get support, and be partners to County efforts?

Partnership Benefits

Overall Partnership Benefit Themes

- More volunteers are needed to serve the community.
- Older adult 55+; services for seniors.
- People in the community will benefit.
- The whole community including the County and City will benefit
- Provide services to those individuals who are living just above the poverty line and who need it most.
- Need to bring folks together to review and identify what services they have.
- Single mothers and older adults will benefit.
- Homeless individuals will benefit.
- Establish local coffee houses. Folks can come in and get coffee, have small snacks, get a free book, or talk about their immediate needs. Invite community members and County and City representatives to share information and news/updates for the community. Talk and meet new people.
- Need to include local businesses.



- Establish mobile crisis clinic that would have mental health resources and services as well as substance abuse services. Develop a system. Focus on needs, police could be involved.
- Establish ¾ quarter houses.

Specific Partnership Benefit Themes

Structure

- Need to include a body of activists of youth
- The body needs to be interfaith
- We need a youth council to be a part of the larger structure
- Need to connect with school boards and/or have a representative from each school to sit on the board.
- Bring all members of faith to sit on board.
- Community members should be represented on board.
- Ask the folks who are experiencing the issues; invite them to the table.

Grant Funding

- Build capacity for smaller CBOs that do not have a lot of funding.

Outreach

- County is lacking outreach.
- Implement mobile services. You get to hear what folks need.
- Folks should walk the streets. This is more intentional.
- Walk the streets with sandwiches or water in hand to give to individuals. You can engage and talk about their needs. You can talk to and meet new people.
- More information from the County of what services and supports are available
- The County needs to promote services and resources that are available.
- There is a lot of misinformation regarding what services the County and the City provide.
- Create an online single directory of services and resources.
- Create 24/7 hotline to talk with a County representative.

Community Needs

- Need One-Stop shop for folks to get services, resources, and up-to-date County information.
- Need someplace for quick hospitalizations to help folks who are in crisis.
- Small businesses need help with small loans
- More mental health resources
- More substance abuse resources.
- Need more community shelters in the area that can admit pregnant, single mothers with small children, or who have newborn/infant. Most shelters do not take pregnant women or mothers who have small children or infants. More advocacy needs to happen around this work.
- Prevention services for homeless, youth, and transition age youth.
- Transitional housing services and resources.
- Rental subsidies have a timeline. Remove barriers to extending the rental voucher.
- Remove limitations with childcare.
- County needs to recognize community development (i.e., Downtown Crenshaw Model, Community buys land/owned by land trust).
- Need leaders to teach youth about civic training and talk about leadership
- CBOs need financial support to assist with services being provided to community members.
- More investments for community assessments.



Needs

- **Need housing for single moms, children and homeless.**
- Need more services for folks who were impacted from the last recession, especially housing.
- Need financial support with the rising utility bills.
- Need support with rent payments.
- More support for folks who are experiencing homelessness.
- Need a variety of supports.
- Need case management.
- Folks are one emergency away from homelessness.
- Seniors are on a fixed income. This is not sustainable.

Non-Financial Support Needs

- Need a unifying organization for communication
 - Social media
 - Magazines/newspapers
 - Ability to share resources
- FBOs/HOWs have traditionally been privately funded
 - Need to engage other organizations in interfaith coalitions – many of these connections were lost during COVID-19
- Need to link government, FBOs/HOWs, and philanthropy
- Need capacity building to apply for funding
 - What grants are out there?
 - How to manage grants once awarded
- FBOs/HOWs are good at volunteerisms
 - FBOs/HOWs are doing it all on their own
 - No one is asking how they can help the County
- In-kind donations: recently had 10,000 pairs of shoes donated
- FBOs/HOWs and CBOs should work together
 - Not compete for funding
 - Learn to refer to each other
- Need data on women who are pregnant in Los Angeles County; difficult to get statistics on the extent of the problem
- One woman carries tote bags with supplies (e.g., jacket, scarfs, etc.) in her car for homeless individuals

Outreach and Knowledge-Sharing

- Need a List Server of FBOs/HOWs so FBOs/HOWs and County can share opportunities
 - Accidental that the individual learned about the listening session
- The power of education and learning is transformative
 - Involve youth who will need to be the change agents of the future
- People want to know how they can help. How to help/prevent homelessness.
- FBOs/HOWs and CBOs should both be involved
- Bridge partnerships needed to serve as catalysts and connect local organizations
- FBOs/HOWs are more committed to the long run than government that changes its funding priorities
- FBOs/HOWs (not the County) are in the community; the County should listen to those in the community
 - A FBO/HOW coalition is needed where government can listen to what is needed

- FBOs/HOWs can serve as mediators
- FBOs/HOWs are faith inspired and serve all. Government sometimes limits funding because they do not understand the importance of FBOs/HOWs. FBOs/HOWs understand their role and can and do separate religious beliefs from governmental funding requirements.
- We keep “reinventing the wheel” – share resources, do not compete; take politics out of the situation
 - Trying to help individuals has “lost its soul” with the involvement of corporations doing housing
- Skid Row needs diapers, blankets, etc.

Successful Models

- The Los Angeles Regional Reentry Partnership (LARRP <https://www.lareentry.org/>) is the only countywide network of reentry focused non-profit organizations, public agencies, and advocates and can serve as a model for others.
 - A type of cooperative
 - In existence for 10 years
 - Meet bimonthly
 - Mr. Troy F. Vaughn is the Executive Director and Chair
 - Secured County contracts (e.g., vaccinations) and philanthropy funding
- One L.A. (<https://www.onela-iaf.org/>) is an interfaith organization
- Homelessness is a huge problem – unchanged in 25 years; a sad situation. No solutions.
 - New York City: No one is “unbedded” overnight
 - San Diego model
 - LAHSA has issues

Partnership Structure

What should be the purpose(s) of the new structure(s)?

- **Community representation/Inclusion**
 - Interfaith, inclusive
 - Play a coordinating role for local FBOs/HOWs and FBO/HOW networks
 - Network consisting of all faiths and organizations addressing
 - Build community (local coffee shops to share resources)
- **Coordination/results-based body**
 - Be a connector/convener of local FBOs/HOWs, networks, and related faith-based initiatives
 - Serve as an advisory body to County, cities re: policies, and focus areas/ pops.
 - Coordinate FBO/HOW and service efforts across jurisdictions
 - Make real-time connections to available resources
 - Share rather than compete for resources
 - Cut through red tape – provide access to resources (e.g., food, banks, services, etc.)
 - Organize/maximize volunteers and neighborhood associations
- **Build capacity/sustainability of local FBOs/HOWs**
 - Prioritize/identify needs, gaps and resources
 - Build capacity around funding, administration of programs, accessing services, etc.
 - Sustainability: outlast any politician/election
- **Communications/inform policy**
 - Inventory of faith-based resources/spaces.
 - Clearinghouse of information source for best practices (e.g., First Step Staffing)
 - Serve as a centralized channel of information/resources to community, use online database and apps.



Might we need more than one?

- Multi-level (grassroots, regional, County)
- Local level: community-based, hyper local, interfaith, and inclusive
- Independent of the County, but must have County representation (e.g., depts. with FB initiatives)
- Core should consist of FBOs/HOWs with connections to issue-based collaboratives/networks (e.g., Homeless, re-entry, etc.)
- See the Los Angeles Regional Reentry Partnership (LARRP) as possible regional model of FB-providers
- Funding availability: contingent on participation on group and history of trust with community
- Do not re-create wheel/replace local FB efforts, build on what exists [networks/SPAs]/local expertise

What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County?

- Independent of the County, but must have County representation (e.g., depts. with FB initiatives)
- Pros: Connection to County resources, services, information and decisionmakers
- Cons: Too bureaucratic and disconnected from community

What should the leadership/composition/focus of the structure(s) be?

- Statewide chaplain reps.
- Private sector
- County representatives
- CBOs, other local providers
- City Council representatives
- Philanthropy
- Board representatives

Supervisory District 4 Listening Sessions

Supervisory District 4 Input: The Church of Jesus Christ of Latter-Day Saints, Huntington Park, CA

This listening session was facilitated as a single focus group, given the number attending.

Effective Partnerships

- County needs to issue apologies. Churches were shut down during the COVID-19 pandemic. HOWs feel that the County Board of Supervisors needs to give them some sort of formal apology.
- Honest/clear communication
- Desire to be in a partnership (both sides)
- Available contacts
- Department representation (ongoing/regular)
- Thorough training for faith on department services and support
- Faith not just being seen as a resource bank
 - County is analytical
 - Faith is heart of community
- Count needs to understand faith and its community roles

Develop trusted relationships

- County must listen to FBOs/HOWs: “Do we still need to pound on the County’s door?”



- Church was labeled “nonessential” during pandemic, some FBOs/HOWs want the County to apologize for this and recognize how hypocritical it was when County later wanted FBOs/HOWs to serve as COVID test/vaccine sites.
- Need to develop trusted FBO/HOW relationships with local government and leaders.
- Develop relationships (or build on existing relationships with local schools, for example) that allow for services to be delivered in a non-threatening environment.

Inclusive and service focused

- Common cause: “serve the poor” relationship cannot be theologically centered, must not discriminate, be interdenominational

Networking/Organizing/Capacity Building

- Provide FBO/HOW point of contacts that the County does business with (e.g., approved vendors)
- Develop network of FBOs/HOWs, CBOs, and other non-FBO partners to build on each other strengths and leverage one another’s resources to address local needs
- Provide technical assistance/education to develop FBO/HOW capacity to manage, administer resources and facilities to remain viable/sustainable

County Changes

FBOs/HOWs should help determine how funds are distributed or administered by FBOs/HOWs and other community-based groups. Currently, large, non-community organizations are selected to administer local grants, adding a layer of bureaucracy that is not needed and not anticipated by grantees that think they are doing business with the County

What changes from how the County currently operates will make the biggest difference in establishing a true partnership between the County and the faith community?

Issue	Response
Navigating Services	Organization chart from County
Clear goals and expectations of County needs	In advance
Communication	Dedicated phone bank or designated people
Wide ranging weekend needs	Dedicated phone bank or designated people with 24-hour availability

Partnership Benefits

Who benefits the most?

- The underserved populations and FBO/local providers (more connected)

Non-Financial Support Needs

Mentorships/Non-County Partnerships

- Help establish mentorship or partnership programs with large FBO/HOW partners that require subcontracting with smaller FBOs/HOWs, and make insurance requirement easier to meet
- Connect local FBOs/HOWs with larger external organizations such as Salvation Army goodwill, etc. to partner/mentor with smaller ad interested FBOs/HOWs
- County should facilitate connections County and non-County resources

Inventory of Resources/Needs

- Inventory of space and resources, available to host events, and distribute food (e.g., Mobile food bank).



- List of what FBOs/HOWs need, what FBOs/HOWs are good at to help make connections with one other
- Master list of FBOs/HOWs/vendors (vetted)
- CBOs need a connection in the community where they can distribute food. Food was coming from out of State and needed a space to park a big rig. Need to have a directory where individuals can access what resource each other has.

Align/Navigate County Services and Resources

- One-stop shop for services and resources.
- Align County resources to match FBO's strengths/resources not vice versa.
- County navigators to help communities and FBOs/CBOs walk-through processes and be linked to service
- Build on prevention/wellness efforts

Communications/Outreach

- Communicate/share successes
- Launch a County FBO/HOW event or campaign as soon as the FBO/HOW item is approved by the Board
- Post approval: suggest in-person, community-based meet and greets with the Supervisors
- Address funding to support launch activities.
- Leadership meetings

Outreach and Knowledge-Sharing

- There is a need for capacity building. Smaller FBOs/HOWs do not know how to apply for grants
- Conference of faith leaders" every 3 years
- Have the County host a gathering with FBOs/HOWs from across the County, and offer:
 - Workshops (provided by County/non-County (e.g., universities) to develop their leadership potential in the community
 - Convention booths/spaces where individuals can meet directly with County departments and agencies
 - Speakers and panels on ideas that are working, sharing, and promoting so that the faith leaders can see successes that they may emulate
 - Networking opportunities
 - Develop a database of best practices

Partnership Structure

What should be the purpose(s)/functions of the new structure(s)?

Purpose/functions:

- Focus on serving underserved population and achieve measurable improvements
- Serve (initially) as an FBO/HOW organizing effort, which leads to intentional action/engagement as determined by FBOs/HOWs
- Sustainability: Must ensure permanent relationships outlive elected officials and change in administrations

What should the leadership/composition/focus of the structure(s) be?

Membership

- Body to be facilitated by County and co-led with FBOs/HOWs
- The County should not assign members, except for County backbone staff (dedicated to FBO-related issue areas, for example, child welfare, homelessness, etc.)
- Paid County liaison, community builder
- Must define specific roles County, FBOs/HOWs, others
- Community reps.
- County, private sector, philanthropy, higher education, etc. as determined by the FBO/HOW network



Might we need more than one?

- Network of FBOs/HOWs (at the local level) that rolls up to regional and a countywide level

Structure

- Build an existing structures like Council of Governments (COGs) to gain support from surrounding cities, and subgroups focusing on specific issues (e.g., homelessness), also look at the MTA Board
- Network of FBOs/HOWs (at the local level) that rolls up to regional and a Countywide level

What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County?

- **Pros:** Outside of the County: more trust, less bureaucratic, more responsive to local needs.

Supervisory District 4 Input: St. Cornelius Catholic Church, Long Beach, CA

The Listening Session at St. Cornelius Catholic Church consisted of small groups exploring all six questions. Consequently, there is some overlap in the summaries for this Listening Session.

Effective Partnerships

- Honest/clear communication
- Desire to be in a partnership (both sides)
- Available contacts
- Department representation (ongoing/regular)
- Thorough training for faith on department services and support
- FBOs/HOWs should not just be seen as a resource bank
 - County is analytical
 - Faith is heart of community
- Count needs to understand faith and its community roles

County Changes

Issue	Response
Navigating Services	Organization chart from County
Clear goals and expectations of County needs	In advance
Communication	Dedicated phone bank or designated people
Wide ranging weekend needs	Dedicated phone bank or designated people with 24-hour availability

Partnership Benefits

- Smaller Entities
- Elected officials – (County, City with faith)
- Everyone – communities, individuals, volunteers, businesses, the County
- Adding justice to the needs
- Better collaboration for faith and their partners e.g., community fairs
- Connections of needed services on the spot (24 hours)
- Enhances communities for their residents (families, children, etc.)



Non-Financial Support Needs

- Need cross communication of resources
- FBO's and Churches need to be educated about the needs of their service communities
- A focus on engaging people at all levels
- Training/support for FBO's and churches on all facets of grant writing and administration
- Case Management (getting folks to the right place at the right time) requires excellent networking and training
- Especially in emergency situations, understanding the resources and their availability.
- Collaboration between churches and the County to best use and administer resources
- Availability – one stop shop – especially on weekends and evening when there are needs
- Note: Illumination Foundation, and Long Beach Multi Source Center

Outreach and Knowledge-Sharing

Successes – to build on and emulate

- Large volunteer base – time, talent, and dependable
- St. Luke's – does showers, food clothes every Saturday and looking at new programs
- Organizing with LAVoice
- CLUEJ – Clergy Laity United for Economic Justice
- Measure success from
 - Life changes for recipients
 - Relationships built
 - Willingness of congregants to contribute – especially for the small FBOs/HOWs
 - Openness to new understanding, receptivity, and clearing up misconceptions about those we serve
 - Testimonials

Challenges

- Permits/Red Tape Qualifications for Housing
- Want to prevent homelessness – be proactive, provide a safety net
- We want our voice to be heard and understood- respect our opinion
- Want early information about emergent needs
- Set up faith-based text/email threads
- Know that the church is a key part of the solution

Requests for Action

- Let us know what resources are available be a “resource source” – Data base accurate and timely
- Volunteer opportunity – take the lead on letting us know what others are doing
- Want BOS support for Senate Bill 567 currently being considered in Sacramento that reduces evictions, etc.
- Permits/Red Tape
 - Clearing volunteers to work with Children
 - Emergency recognition – e.g., bypass rules when bringing people in from the rain

Partnership Structure

What should be the purpose(s) of the new structure(s)?

- County should support FBOs/HOWs and not intervene in their functions/missions
- Do not re-create the wheel, build on what exists (e.g., Service Planning Areas (SPAs))
- A local FBO/HOW table would: create visibility, accountability, and respect. Show that FBOs/HOWs are important



- **Community representation/Inclusion**
 - Focus on Long Beach
 - Interfaith – focus on results for those we serve, include all that wish to contribute
 - Streamline bureaucracy and community outreach
 - Connect to schools
 - Strengthen networks that already exist
- **Coordination/results-based body**
 - The body should serve as a clearinghouse of information, services, resources, funding, etc.
 - Serve as a “learning community” to share success, avoid mistakes, learn about other jurisdictions
 - Focus on prevention
 - Develop an inventory of charitable organizations and issue-based organizations.
 - Leverage local resources and volunteers
 - Quarterly meetings/meetings that are meaningful, lead to action - not just meet for the sake of meeting
- **Build capacity/sustainability of local FBOs/HOWs**
 - Identify funding
 - The County should just provide money to FBO’s, and FBO’s will handle the work
 - Help to organize FBOs/HOWs into a network so that they can organize themselves and control who and how to engage others
- **Communications/inform policy**
 - Improve communications between and among FBO’s and resource providers like the County
 - To inform and help develop policy and implementation (FBOs/HOWs know their communities)
 - Advocacy – advocate for community residents served by the faith community and that intersect with the County

Might we need more than one?

- Do not re-create the wheel – build on SPAs
- Need to have a local body, which rolls up to a regional body, and to a countywide body
- Local body: co-led by FBOs/HOWs (60%/40% [power sharing]) with the County playing a supporting role
- At the regional level: local networks will communicate with each other
- One [regional] FBO/HOW Network per SPA to which Long Beach and other local FBO/HOW bodies are members of
- Allows communication and coordination of efforts to move between community-, SPA- and County-levels – both top-down and bottom-up
- At the countywide-level: create a County Office of FBOs/HOWs – the County would be the link/backbone organization (connector)

What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County?

- Both inside and outside of the County
- Pros:
 - Having a County Office will serve as a link to the regional and local levels and connect both to County [source of power and policy]
 - Give a County team a seat at the table
 - County serves as liaison and navigator of services and resources
- Cons:
 - If the County takes over the body, it will be:



- Too large
- Too bureaucratic: too many rules, regulations and restrictions; inflexible
- Not respectful of faith committee's values – the County is not trusted

What should the leadership/composition/focus of the structure(s) be?

- Membership should be FBO-focused and inclusive
- Connect to other schools, funders, and County issue initiatives, such as homelessness, mental health, child welfare, etc.
- Connect to local providers serving shared populations/issues
- Integrate participation from the State and the Federal government representatives as needed

Additional Post-It Comments

- Support Programs like CHERP (Orange County) Solar (Pomona Valley) to expand around the County
- Is this a new venture, or does history exist to see what happened in the past and how we can build?
- How serious/committed is the Board to listening
- How does this differ from City-based faith-based groups?
- Demographically, socially, distinctly are they looking for one group or a group repping each district that can speak to their representative?
- Safe Parking
- City/County grants to single entity that would solicit resource-safe parking sites in faith community parking lots
- City/County grants/aps/reports exceed the capacity of most faith community
- Utilize any of the already existing faith-based networking groups/organization which already exist, both within the County Structure (e.g., the DMH's faith-based advocacy council) and outside the County Structure (e.g., South Coast Interfaith Council)
- Emergency referral assistance for the Infrastructural needs (e.g., damage uninsured or insured; tire, terrorism, flooding, etc.)
- Access to knowledge
- Help grants, etc.
- Emergency intervention Counseling -> lives saved (talk downs) that are there always
- Confidentiality
- Issues: certification – building specs etc.
- Emergency interaction need food NOW, shelter NOW, protection NOW but not necessarily police action – it may or may not be a mental health issue
- Support mentoring around administrative tasks like insurance, payroll, security, permitting, etc. or at least a contact
- A countywide/city-wide needs assessment would help: Are there too many people giving out food, hygiene kits, etc. Identify the gaps
- Structure and connection
 - Who can connect volunteers to resources?
 - Who can connect volunteers to volunteers?
 - Where is the County in this connection?
- Housing 101; Services 101 – grant-writing training
- Access to provide linkages
- Introductions to contracted providers
- The County needs to stop putting up roadblocks for the faith community to serve



- The faith community will do the work with or without the County, but it is nice when the County is supportive of the faith community

Supervisory District 5 Listening Sessions

Supervisory District 5 Input: The Highlands Christian Fellowship, Palmdale, CA

Effective Partnerships

County partnership elements

- Build long term relationships
- Include – do not discriminate – move away from exclusion
- Allow for a balanced approach for all views; value the voices of all
- Engage all around service to the underserved
 - How do we make sure that services are available to believers and non-believers

What County can do

- County can assist in various areas (e.g., marketing platforms and in-kind services to publicize availability of services)
- County can share data, measure impact, avoid duplication of services
- County can provide space
- County should not use FBO/HOW labor without recognizing that FBO/HOW identity and values are the source of that labor
- Establish a Faith-Based and Community Partnership Department in the County
- Coordinate a multi-religious/secular voice about State policy on topics related to service to the underserved

How to ensure compliance with separation of church and state

- Ombudsman to separate approved from non-approved work of FBOs/HOWs
- FBOs/HOWs set up non-profit arms
- County must support collaboration across faith and secularists
 - Establish trust that all are working to support the underserved
 - Talk with one another, not at one another
 - Provide equal treatment to religiously diverse communities – ensure that all can be at the table.
 - Do not favor the large religions – make sure the dollars do not go to privileged groups and include secular groups

Values and identity are key sources for the work of FBOs/HOWs who work with the underserved

- Need for open conversation about faith as a source
- Can we build on common values as contrasted with ideas/faith conversation?
- County must respect the convictions of the faith community
 - Government mandates for government money; at the same time, service providers must respect the rights of individuals to say no (e.g., if they offer vaccines, those they serve may say no), or they may want to provide help other than vaccinations.

Other Comments and Ideas

- Foster family recommendation – Support families; do not only look to replace those lost
- State has named CareNet clinics as “Fake Clinics” which is inconsistent with what participant thinks is accurate
- Antelope Valley has been a dumping ground for homeless individuals – solve the problem, do not move it here.



County Changes

Overall Themes

Needed Change	Requested Response
Action is urgently needed	Shortcut studies and plans and requirements in favor of getting help to people who desperately need it
FBOs/HOWs do not know the full extent of available County services, or where to find an index of them	Create a central repository or index that shows all County services available to FBOs/HOWs across County departments
Small FBOs/HOWs struggle to obtain County support for deserving programs	Streamline and simplify the application process for smaller grants
There are urgent unmet needs that FBOs/HOWs feel compelled to address, but cannot attract County support for the resources needed	Establish a single point of contact that can connect FBOs/HOWs with available County programs across Departments
Categorical assistance is inefficient	Consider combining categorical programs or funding a general assistance system that would allow flexible application of assistance
There are multiple services, some overlapping offered by the County	Provide a central repository of information and knowledgeable staff to help connect FBOs/HOWs with the appropriate program
FBOs/HOWs also offer multiple services, and there are gaps and overlaps in them	Provide a central repository of FBO/HOW services to help match people with programs and to help FBOs/HOWs fill the most important service gaps
FBOs/HOWs often support the newly bereaved, but do not fully understand all of the benefits and services available or the processes needed to obtain them	Provide training and information resources to FBO/HOW staff
People in crisis and other program service recipients need support for higher education or opportunities to start businesses	Allocate funds for school tuition and fees Allocate funds for business training and startups Include interview training Connect FBOs/HOWs to disaster relief systems and agencies including FEMA and the Red Cross
Food bank customers must manually provide repetitive information, slowing the process and limiting the number of people food banks can serve	Simplify and streamline the process Allow people to store their information so they do not have to keep writing it down Allow food banks to use Door Dash or similar services

Specific Suggestions

Needed Change	Requested Response
Resources flow to large organizations, and smaller FBOs/HOWs struggle to find funding	Simplify the process for smaller grants. Train staff from small FBOs/HOWs in the grant process



Needed Change	Requested Response
Ensure accuracy in state laws that describe some FBO/HOW pregnancy centers as “fake”	Withdraw County support for these inaccurate state laws
Need balanced voices in schools	Invite a wider range of speakers for school presentations; include testimonials from people who have struggled and succeeded.
County fees and taxes take so much money from middle-class FBO/HOW members that they have little left to donate	Reduce and consolidate County functions and staffing; consolidate and streamline special districts
Foster parents suffer 58% attrition rate in their first year – need to reduce this	URGENTLY target support to existing foster families
Foster youth need safe, well-maintained facilities	County should provide direct maintenance services to approved foster facilities, including renovation and beautification. Train foster facility staff on building code requirements and compliance process
FBOs/HOWs need better communication with the County	Designate a single point of contact for maintenance and code requirement needs Install a callback system so FBO/HOW staff do not have to wait on hold for long periods
Foster children that have not yet been placed urgently need housing	County should provide temporary housing on an urgent basis
Children at risk need crisis centers, places of refuge where they can be safe and supervised	County must provide regional centers aligned with neighborhoods (it is not safe for some children to move across neighborhoods)
The Acton rehabilitation center was closed without explanation	Reopen the center
Categorical aid is inefficient	Provide modest general support that can be applied in the area of greatest need

Partnership Benefits

- The community will win.
- This effort would present more opportunities for FBOs/HOWs to interact with each other due to shared values
- Groups can work together on values/work on common values
- Everyone can benefit from this effort
- Folks in community can benefit (Youth who aged out of foster care system, single mothers and fathers, elders/seniors, children)
- Youth who are exiting the DCFS System; they will need services and resources and most of them do not know how to access essential services once they exit the system

- It would be helpful if DCFS Palmdale or Lancaster staff can come and present to the FBOs/HOWs the available resources and services for youth who are exiting
- A resource guide is needed
- Need a County resource directory (up-to-date and online)
- Huge, underserved population in Palmdale and Lancaster
- Secular CBOs and FBOs/HOWs come together
- Homeless community can benefit
- Equip pastors with the necessary tools to navigate the County system to receive services and resources.
- Develop a service area collaborative between churches, CBO, and County
- FBO/HOW should have a stake of political decisions
- There could be a liaison between the County and FBO/HOW to work on immediate issues.
- There should be one point of contact between County and CBO or churches
- Create an FBO/HOW and Community Partnership Department.
- There should be diversity in options
- Addition in recovery
- Inclusivity/universal-either make the programs secular
- Work with diverse populations
- Is there active outreach to traditional marginalized and non-theists religions.
- At-risk communities win
- Small FBOs/HOWs which are not present here today at this meeting can benefit
- Low-income families will benefit



Non-Financial Support Needs

Information Sharing – Matching needs with resources

- A database Clearinghouse for services available
 - County FBO, CBO services
 - Ability for organizations submit, edit, delete service items to database
 - Searchable by location, service, days/times available, community served, etc.
 - Maintained and updated routinely
- Survey of community needs/wants
 - Searchable by location, provider, service, etc.
- Calendar of events by neighborhood
- Data equity, Wi-Fi, IT support
 - Folks need to be able to easily access County, City, FBO, etc., information
- Safe spaces for vulnerable populations to access
 - Homeless, homeless families, kids, seniors, Vets, victims of domestic violence, etc.
 - Staffing of safe spaces with services
 - Available both routinely and in cases of emergencies
- Directory of Organizations
 - Contact Information
 - By services, locations, served community, event, etc.
 - Including government offices, schools, hospitals, support groups, et al.



- Resource availability – real time for immediate needs
 - Enables County, FBO, et al. to match services available with services needed
- Volunteer opportunities database
 - Available for use by the public, FBOs/HOWs, et al.
 - Locations, skills sought, services provided, day/time, etc.
- Vacant office space, buildings, land
 - Made available by County, City, government, FBO, others
 - Bring services closer to those in need
 - Shared “community centers” for routine or emergency needs
 - E.g., Kids and homework, supervised visits with foster families, etc.
- Share expertise and experience with/among FBO/HOW and CBOs
 - County processes, standard operation procedures, how to get things done
 - Help responding to bureaucratic hurdles, e.g., zoning restrictions
- Identify and/or develop “communities” for individuals needing support
 - “Lost” individuals need a place to socialize and develop trust in others and service organizations
- Be inclusive when developing programs (these listen sessions are a good start)
 - It is helpful if the community knows what going on and being planned
 - From “seed” to “fruit”

Community Needs and Who Would Benefit the Most

Grant Funding

- Streamline policies to receive funding
- County cannot fund HOW; County needs to develop a policy to fund churches. The policy should not hinder from giving funds to small churches.
- FBO/HOW need assistance with how to access grant funding; need to better understand funding guidelines
- Grant funding is difficult to get without training
- Need grant writers. We do not know how to write grant applications.
- Need assistance with building capacity

Training

- Need training and apprenticeships for foster youth starting at age 15/16
- It would be helpful to have career paths
- Soft skill employment classes for youth
- Training how to budget finances for older adults and youth.
- Budget empowerment classes

Outreach

- More awareness of what services are available
- Need to have printed County materials available; free of charge
- Printed materials available multiple languages
- FBOs and HOWs need to explain to County what services and resources they can offer to County
- AV Foster Friends and Families (FFF) are already supporting the Palmdale and Lancaster communities. They need assistance with outreach connecting with DCFS. DCFS will not talk to the FFF staff. DCFS is resistant to sharing information and resources. Private FFA's share and support small FBOs/HOWs.
- County needs to reach out to local churches.
- Need public service announcements about existing and new programs the County creates or develops.



Community Needs

- Palmdale is its own community. Palmdale is different from Lancaster.
- Lancaster is its own community
- These two communities need their own resources and services

Housing Needs

- Need housing for single moms
- Need interim housing
- Need housing for homeless
- Need housing for substance abuse

Schools

- Youth need help with mentoring
- More youth activities and sports
- Not a lot of activities for youth in the AV
- Low-cost sport activities

Transportation

- Need assistance with transportation services
- More local buses in Palmdale and Lancaster
- Need more train service
- Low-cost ride service

Outreach and Knowledge-Sharing

Things that have/are working:

- Clergy alliance groups providing good ideas and information (Antelope Valley Ministerial Alliance (AVMA))
- Relationship with the city of Palmdale
- 3-day tent revival in Lancaster with dissemination of information and support those served could chose spiritual support or not (no pressure)
- Resource fair in North Hollywood with information from all districts
- The sharing of testimonials/stories
- Vans to take the homeless where they need to go
- Churches are providing overnight homeless placement and food in relationship with the city of Palmdale
- Christian Recovery Homes
- Committed volunteers and churches

Challenges

- Need accurate collateral materials for those providing “boots on the ground”
- Need more “boots on the ground”
- Need both human and collateral resources that are accurate and timely
- More volunteers to work with the professionals in areas of interest/calling
- Commitment of faith leaders to a “common vision” that can bypass doctrinal issues leading to a more inclusive process and stronger shared information and experience

Ways the County could help

- Annual resource fair in each district (minimum). Include music and food, highlighting local entertainers and ethnic food choices
- Need consistent human and collateral resources to support volunteers



- A way for the churches and secular organizations in the field to connect with the County. Suggest a committed person or team
- A central website/Platform where individual organizations/people could both get information and have information posted that is accurate and timely.
- A way for the churches to be notified emergently when there are needs to be addressed

Partnership Structure

What should be the purpose(s) of the new structure(s)?

- To represent the community/residents of Palmdale
- Provide technical assistance/capacity building for FBOs/HOWs and their partners
- Help community and residents in need navigate County bureaucracy
- Service delivery:
 - Support the delivery of comprehensive case management/coordinated services
 - Serve as a “barrier buster” to [coordinated and integrated] service delivery
 - Help identify gaps in services and needs and possible solutions

Connector/Broker

- Serve as a technical backbone to connect FBOs/HOWs and County to communicate with each other, share info. regarding clients/family that are jointly served, work with each other during emergencies, etc.
- Serve as a connector: Facilitate the connection of FBOs/HOWs with similar goals to each other, connect FBOs/HOWs and County, especially for outreach efforts and when coordinating services for shared population.
- Support/amplify collective impact by brokering networks of local FBOs/HOWs/organizations to build a movement around similar areas/values, e.g., social justice efforts

Ensure inclusion:

- Help identify minority/less privileged groups and include them in effort. “Maximize inclusion by minimizing exclusion.”
- Body must be values-driven and not identity-driven... we must put aside our differences so that together we can better address the needs of those we serve.

Might we need more than one?

- Structures should be locally based (e.g., Palmdale, and in other communities) and it roll up to a larger countywide structure
- Structure: should be separate [outside] of the County

What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County?

- Pros: County provides accountability (e.g., to ensure inclusion)
- Cons: County is too bureaucratic and feels far way

What should the leadership/ composition/focus of the structure(s) be?

- Create a faith-based department/office that engages with various depts. to coordinate and streamline services and also liaises with County and community (e.g., refer to interfaith department/office that interfaces with the White House, Homeland Security, etc.)
- Body should be inclusive of smaller/minority religions and community groups (e.g., should not perpetuate privilege of three major faiths and community groups). Must serve as an interfaith coalition and represent all faiths.

Additional Input

- The “Golden Rule” is almost all denominational and the County could adopt it as a benchmark/message for interpersonal behavior and attitudes
- Public Service Announcements (PSAs) encouraging/spreading studies of youth success likelihoods of education, job pursuits and family development
- Truth and accuracy regarding what FBOs/HOWs do
- Avoiding antagonistic legislation undermining work to help constituents
- Churches need to adapt to the culture (even non-faith)
- Accurate information shared broadly
- Counties have big voice – trust information
- Place to discover needs more broadly
- Connect with veteran (VPAU) care portal (already exists)
- Ideas coming from the County with needs
- Immediacy

Supervisory District 5 Input: First Church of the Nazarene of Pasadena

Effective Partnerships

Partnership Characteristics

- True partnership has common values and common goals, and share risks and rewards

Partnership Models

- Model. Association that works collaboratively with decision-makers in a County department – seeking to be proactive and, as issues arise, resolve them before they become problems. Focus on taking action
- Model. DPH worked with faith organization to go to home-bound individuals and provide them with vaccinations during COVID.
 - Word was not spread and was not duplicated and expanded with other locations
 - Churches work with home bound individuals and could expand beyond vaccinations in service provision
- Model: Home Depot – Someone hand-walks you to provide you what you need - Home Depot for families to provide them what they need
- What worked – program/ministry that has lasted the longest arose from canvassing neighbors for what is needed and providing it



Current needs and issues

- Issue: Get inconsistent and opposite directions from City, County, and agencies with the County – leads to FBOs/HOWs “leaning back” – Governments need to speak with one voice
- Need: Objective 3rd party to identify best practices and set up metrics– want to be accountable to get real solutions, handouts vs. hand ups building competency
 - Do not provide glass pipes



- Need – faiths learn how to get along and not have doctrine get in the way of collaboration
- Need – one person or contact to help FBOs/HOWs navigate County departments.
 - Human element that will allow the building of relationships
- Need – better data and current data not used
 - 211 is “hit or miss;” need consistent and dependable links 24/7
 - Outreach to Facebook community to increase use of 211
- Need - knowledge missing – want to know
 - what other events are happening,
 - what is needed,
 - what others do
- Need: Include School Districts in collaboration – LAUSD makes volunteers pay work there

County Changes

Needed Change	Requested Response
Need information on how the County actually works	<ul style="list-style-type: none">▪ There should be transparency on both sides.▪ Provide training and roadmaps
FBOs/HOWs need information and guidance	<ul style="list-style-type: none">▪ Do not make us start over▪ Ensure financial responsibility.▪ Provide access – someone who can answer questions.▪ Perhaps a customer service desk.
FBOs/HOWs do not know the extent, availability and location of each other’s programs and services	<ul style="list-style-type: none">▪ Establish a central information exchange to make FBO/HOW programs easier to locate and contact▪ Allow FBOs/HOWs to avoid unintentional duplication of services.▪ Show opportunities for FBOs/HOWs to assist each other
Reduce barriers for FBOs/HOWs – provide greater access to County resources	Provide information on County programs
Need improved communication	Communicate actively, not passively – do not wait for us to ask
Some 211 and other referrals are not up to date or are inaccurate	Keep program information up to date – check to make sure it is accurate.
County and FBOs/HOWs need common goals	Honor diversity among FBOs/HOWs Facilitate development of common goals
FBOs/HOWs want to help	Tell us what the needs and issues are – could be a forum for partnership
County is rigidly secular.	Honor FBO/HOW practices, such as prayer. Is there room?
County makes things more complicated than they need to be	Simplify – make things easier. Train FBOs/HOWs to navigate County process.
Something that worked	Faith leaders call during COVID.



Needed Change	Requested Response
Something that did not work	Follow-up on faith leaders call
FBOs/HOWs should be considered essential businesses during lockdowns	Change County procedure to recognize this.
Information exchange is incomplete	Facilitate information sharing between FBOs/HOWs
Unmet needs may be places where FBOs/HOWs can help	Set up forums to connect FBOs/HOWs to gaps in service. Invite the faith-based community to participate in meeting community needs. Some faith-based service projects make “a difference a day.”

Partnership Benefits

- The unseen, overlooked, ignored, those who fall through the cracks
- ‘unclassified’ homeless youth; youth who bounce from place to place
- 45% of Pasadena Unified School District students believe they could not be successful
- The work must be intentional
- Individuals, especially young people, cannot afford new homes. Families are moving out – how are we building community if we cannot even afford to live in Pasadena?
- 15% of local college students are homeless or couch-surfing
- Runaways, folks who have been rejected such as trans/LGBTQ. Many of these have been turned away for religious reasons.
- Single moms, those who are housing insecure
- Early childhood focus, early childhood education
- Individuals who have been impacted by trauma
- Those dealing with substance abuse
- This needs to be a 501(c)3
- Services need to be non-discriminatory with no strings attached
- The needy and the vulnerable. Everyone benefits if those people are cared for.
- The FBOs/HOWs benefit as doing this type of partnership makes their mission more attractive, there is an element of self interest in any transaction like this. The County also benefits from good public relations.
- Keep it conscientious – public funds bring public responsibility. No discrimination (e.g., same sex families, religious vs non-religious).
- The need to improve communication – the County needs to listen to folks and their needs. This includes more outreach around services that are available. More folks could benefit if they knew the services existed and how to access them.
- Churches do not know the Coordinated Entry System (CES) and they should be informed what it is, where/how to access it.

Non-Financial Support Needs

A Contact Person and Greater Clarity About How to Work with the County

- Get counter directions from overlapping jurisdictions – Los Angeles City and Los Angeles County (example foster adoption and related policies pertaining to identity confidentiality)



- Some bureaucrats say, “We don’t work with churches,” which is not true.
 - Have had to bring political pressure so that kids at-risk are not harmed.
- The County does not return calls
- Need to educate Los Angeles City and Los Angeles County workers regarding the constitution and separation of Church and State. The relevant area of the U.S. Constitution is the First Amendment.
 - Separation of Church and State “goes both ways” – it protects the Church and the State
- A church in Eagle Rock has to renew and renegotiate its Memorandum of Understanding (MOU) with the County every 5 years. It is exhausting and takes time.
 - Have a waiting list of kids needing mentoring with LAUSD
- Need an FBO/HOW coordinator – paid position – especially for smaller FBOs/HOWs to build relationships and establish ongoing connections
 - Need a contact person with the County to avoid obstructionism – who do we call for solutions to avoid the bureaucratic runaround?
 - The person might be like a navigator or Apple Genius Bar person who knows where to go in the County for help
- Need to clarify the system
- Concerned that the County will impose limitations on FBOs/HOWs
- Keep it simple

Clearinghouse and Information Sharing

- Share and updates regarding what approaches and resources that work
 - Could include a calendar of upcoming events
 - Include a list of needs to be shared as well
- Could be an online app
- Provide social media support
- Could share stories and information about what each other are doing in the FBO/HOW community to serve vulnerable populations – could learn from each other
- Could share best practices and lessons learned
- Provide an index of resources and work being done in the County and with FBOs/HOWs
- Tap into the local libraries and parks and recreation as places where FBOs/HOWs and others can obtain information

Accountability and Objective Metrics that are Outcome Based

- Need third-party, objective metrics regarding what is working
- Need financial accountability and transparency on both sides

Training for FBOs/HOWs and CBOs with the County

- Offer train-the-trainer programs on a variety of topics; for example:
 - First aid for individuals with mental health problems
 - People in crisis and how to form connections
 - Domestic violence
 - Youth
 - Housing rights
 - Outreach
- Training in logistics (e.g., Campus Crusaders (now called Cru) did a good job in organizing the distribution of blankets during a recent cold spell)



- Training in how to access the County and County services

Incentives and Grant-Writing Support

- Establish incentives for FBOs/HOWs to collaborate with each other
- Provide ways for FBOs/HOWs to access funding through Memoranda Of Understandings
- Provide support to FBOs/HOWs and CBOs to pursue grants

Other Models

- Clergy Community Coalition (CCC) and the County and City of Pasadena – includes FBOs/HOWs and Pasadena Fire, Public Health, Police, etc.; meet monthly – approximately 70 to 80 attend meetings
- Look at the U.S. A.I.D. model in developing community capacity and capabilities overseas
- Los Angeles County Mental Health Department’s collaboration with FBOs

Follow-up Meetings

- Need more listening sessions
- Would like to organize monthly meetings for FBOs/HOWs to provide services jointly (e.g., cut hair – models done in Chicago and New York City)

Other

- County cannot discriminate (e.g., LGBTQ youth should not be discriminated against when they seek services/help)
- United Way includes both FBOs and CBOs at the same table; both have to follow the same rules

Outreach and Knowledge-Sharing

- Outreach is hard

Things that have/are working:

- Clergy alliance groups providing good ideas and information (accurate?)
- Relationship with the City of Pasadena
- Committed volunteers and churches
- Working with public health and private grant funded organizations for mobile clinics providing help with PPE, a health educator, eye, dental, vaccinations, etc. churches got the word out. Accent on partnerships
- Emails from city and County alerting FBO/HOW to needs and opportunities to help
- Medical screening and sharing of information door to door (grant funded)
- Tele-briefings for FBOs/HOWs with Public Health

Challenges:

- Need collaboration to know what is being done broadly in the specific area. Need both human and collateral resources that are accurate and timely
- Those doing the work need to know that what they are doing actually is making a difference or when changes need to be made (support)
- 211 is challenging for those needing help: not accurate, no human presence to appropriately assess and network those needing service. Frustrating to those in crisis, especially the elderly
- Getting information to immigrant/non-English-speaking churches
- Dealing with doctrinal differences – finding common motivation
- Resources for seniors, and a way to communicate with them.
- Need for a person or team to coordinate



Ways the County could help:

- Would appreciate a list of participants from “learning session” and what they represent
- A way to assure accuracy on 211LA County and a trained person(s) to lead people through to an appropriate connection. Goal a “Home Depot” experience
- A data base of what is being done and by whom
- An on-line resource directory
- Develop WINN app
- Simplify website, access assistance more directly
- Interns informed about services to assist in all of this.
- People from agencies/churches to train trainers – could replace adding more staff
- One stop shopping
- More staff

Partnership Structure

What should be the purpose(s) of the new structure(s)?

- Play an **advisory role**/function to County [and the City of Pasadena, the state, etc.]

Accountability

- Must have eyes and teeth, ensure the funds are not misused, must provide oversight

Inclusive, partnership structure must:

- Represent all faiths and non-faiths [associated with serving underserved populations] in Pasadena
- Be values-based and mission-driven, to support and improve outcomes of those served
- Respect separation of faith and non-faith.
- Not discrimination or turn away anyone that needs help

Communication:

- Provide updates about County services and resources (e.g., DMH/Housing) available to local residents
- Serve as a means of engaging the media (outreach) to share information, activities and successes
- Ensure two-way communication regarding services and other information is shared between County and community
- Clearing house of updated information/data

Improve service delivery and address barriers

- Coordinate/leverage County and local services and resources
- Breakdown silos among County departments, and between County and cities, address service disconnects

Advocacy and capacity building

- Inform the development of new processes, programs and policies that work to maximize resource sharing
- Educate the County regarding the needs of Pasadena residents and the role that FBOs/HOWs play to help address them
- Educate FBOs/HOWs about County departments, services and resources
- Build capacity for FBOs/HOWs to learn about County services, resources and engage with the County (e.g., County contracts/resources)
- Network: Provide a space for FBOs/HOWs and local providers to meet and coordinate with one another

Data and outcomes

- Serve as a technical backbone for updated: data, services and resources available
- Serve as a one stop shop for information, services, resources, data, etc. organized by issue (e.g., homeless or child welfare, etc.)
- Contain an updated inventory of local and County resources



- Community dashboard: What is the state of Pasadena, who are we serving and are we making any progress?
- Conduct an informal evaluation of local and County-led efforts to address needs: any real impact? Measure performance

Might we need more than one?

- Structure must be:
 - Local (represent Pasadena communities)
 - Roll up to the District- and Service Planning Area- (SPA) levels
 - Roll up to the County-level

What are the pros/cons of the entity being an internal County-led body versus an entity separate from the County?

- Recommend the structure of the outside of the County (e.g., 501 (c)3 organization)
- Offers protection against government interference in the self-governance of FBOs/HOWs and vice-versa (FBOs/HOWs should not interfere with government).
- Locally based structure that rolls up the District, SPA and County levels

What should the leadership/composition/focus of the structure(s) be?

- Representative of Pasadena communities and resident groups:
 - City of Pasadena
 - County/unincorporated areas
 - Diverse voices of people served, intergenerational
 - Biblical and world views represented and respected
 - Community-Based Organizations (e.g., 501(c)3 orgs.) as members

People in Need – Who We Serve

WHO? (Whose voices do we need to involve?)

- All County residents
- People in low-income neighborhoods.
 - Those who do not have easy access to information.
 - People on side of digital divide.
- Congregants/parishioners.

(Note: Another group discussed “Who” as well.)

HOW? (How do we get the voices of individuals served in the discussion?)

Relationships are key.

- Get out into the community.
- We need relationships with people from different demographics (age, race, gender, geography, etc.)
- The relationships are proactive, so County leaders are not reaching out just to help respond/be reactive to a difficult situation. County and FBOs/HOWs and the people they serve should be planning together – not just reacting.

Ask the right questions.

- Listen!
- Honor their expertise and experience.
- Ask about the pain points for people and their families.
- Encourage and create ways for bidirectional communication

**Work with trusted partners.**

- Churches have connections and can help link people.
- They can help facilitate conversations
- Faith-based leaders can get people at the table.
- Example: CCC meeting with police, schools, health department.

Make it easier to participate.

- Go to them, do not make them come to you.
- Go to their neighborhoods so it feels less threatening.
- Hold resource fairs
- Work through volunteers.
- Give incentives (gift cards) to participate (if you do not have the relationships)
- But not just as a handout
- Provide childcare, food, interpreter.

Show impact of work

- Metrics of what is working and what is not working. That way, we are investing together.

Share information

- Get information out about resources
- Share people's rights

WHY? (Why should we care? What is the impact of involving the voices of individuals served?)

- To raise awareness of LA County services and resources.
- To develop trust between LA County officials/departments and community members
- To improve the system.
- To create consistency around the County, to connect the dots.
- To help people understand the relationship among cities, LA County, the State and the interfaith government. That way, people will not be turned away.
- To be proactive – there is too much time and money spent fixing what is broken.
- To reduce the fear that some communities (wealthier) of some people served by County (homeless communities, etc.)
- To connect the dots between different services.
- To show the efficiency of services – lots of perception that County is slow, inefficient, ineffective.
 - Given that perception, churches decide to 'just do it themselves and take care of their own.

Countywide Virtual Listening Sessions

Virtual Listening Session Input: Countywide

Effective Partnerships

- Local/regional/County communication
 - Open. Honest, transparent frequent communication – two-way between the County and FBOs
 - Every area is different needs; - whichever area – where are you seen – each physical – zip codes SPA is different
 - County must respect – there is respect



- County to convene and facilitate SPA 1 Town Hall meetings to be able to have face to face, to be able to engage with different FBOs/HOWs and CBOs – stop the silos and the County – there are more churches here than liquor stores...
- District level listening and resource events – kind of like this is – we are learning about in this type of session – no one is left out – informs everyone
- County sends out blast emails to large groups, but we are often not included only certain orgs have access
 - Need for need to opt-out versus opt in for communications –use the DB of contacts to let information out – then people opt out.-
 - Set up an issue-based separation directory with a drop-down menu – veterans reentry immigrants women animals, etc.
- Continue listen to community – this is an important step in building trust
- Regular convening of meetings
- Translation/interpretation. Translated materials
- Use an ethnic media list- translated materials; multi-lingual staff; invest in translation and interpretation that faith orgs can access; they have services and are not accessed.
- Strengthening ability to build, plan, or combine efforts to make the biggest impact
 - Disconnection – all doing their own thing; one org does this and that – main place everybody can go to connect – can make a bigger impact
 - If we can unite, we can make progress on multiple different issues – connect in a better way
 - County does not understand the concept of partnership – County gives but does not see there needs to be a mutual relationship of receiving and giving. When the County comes to FBOs/HOWs, they say “this is what we want you to do.” The County must be willing to share ideas, direction, programs, and listen to what we have to contribute, and work with us.
 - County has a pre-conceived notion of what the solution is to a problem – operate on a failed paradigm – need to open to more inclusive options – outside of the box; being the enemy. Document effectiveness and fund what works – get a high level of care;
 - Not everyone knows what the County has to offer – how can our church contribute and participate
 - Keep it simple – County takes statistics and run with them – they need to listen to us
- Overwhelming
 - So many groups that meet relating to the faith community (LA County Faith Collaborative) (plus County has them) – hard to keep track – centralize; one per spa one per something
 - Health is too big; small organizations cannot participate
- County Programs and Support
 - Help build capacity of FBOs/HOWs – give them the game piece so they can play
 - Skills tools, relationships
 - Training and equip FBO/HOW leaders through STR
 - Melting pot of Antelope County – need a more “trenches” approach – with the people – not generals; “boots on the ground” to save these children
 - County has employment, subcontracting opportunities – local worker participation FBOS/HOWS can help and learn about diverse business opportunities – Churches can partner
 - Churches have land; They are hurting and need sustainability – County needs housing – building affordable housing on the land
 - Site options: Koreatown facilities lack park – facility County office building has office and conference facilities, but groups can only get access if County sponsors/requests ; Can the facility next to IHOP be opened up to Community beyond



- We are a Stop The Hate awardee – it is great to have access – others can benefit
- County trust/suspicion
 - We do not mix faith with County –
 - How do I honor the wishes of those who are with us;
 - When we partner with County, we are limited in how we deliver a service – make us accountable in how it is delivered.
 - We want to be respectful of the intention of those we serve;
 - Some of them want and are comforted by prayer – some do not
 - Use the FICA tool to assess the needs of and develop a referral source ³
 - 1 in 4 do not identify with faith – we cannot require religion or type of religion for access; minorities are religious; cannot prioritize faith
 - Faith is seen not as a positive contribution to someone’s life. There has to be latitude – we are told to be inclusive, but we are not allowed to be inclusive!!!!
 - Hope the mission – does a good job in bridging that gap
- Measuring success – look at those we serve
 - Kids talk – they speak their minds around safe spaces – That the faith-based workers “did not have to do this” – it means something to the kids; workshop with young people not parents
 - We need liaisons, advocates there in the County and in the FBOs/HOWs; they will tell you whether it is working;
 - Not a one shop fits all, utilizing all tools to measure
 - Success looks like keeping people out of the system – e.g., foster care and juvenile justice; that is success; hearing success stories energizes everyone – staff, funders, everyone
 - Can the County highlight where the partnership works – awards ceremony and certificate – motivate and incentivize others
- CBO/FBO/HOW discussion
 - “We are not privileged” – we are left out of a lot – HOWs are not eligible and included in some grants
 - Include CBO language rather than faith based
 - What we all have collectively together – **we care** about community, people, those who come to us
 - If we can collectively come together to hear about resources and work together it would be better
 - Separation of Church and State – need to provide services by secular organizations; There is a need for more information and communication
- Structures
 - Office of Faith-Based and Community Partnership
 - Advisory board

Partnership Benefits

How can the faith community best bring their voices into the County’s work?

- The right question is, “How can the County bring the faith community into their work?”
- The County needs to not tell the faith community what to do; they need to be open to listening to what the faith community wants and to be true partners.

³ FICA serves as a guide for conversations in the clinical setting. It is also used to help identify spiritual issues patients face, spiritual distress, and patients’ spiritual resources of strength). Source:

<https://www.mypcnow.org/fast-fact/the-fica-spiritual-history-tool>



- FBOs/HOWs need to coordinate among themselves and then collectively go to the County to voice their concerns
 - Organizations are used to working in silos – need to work together and combine tools and resources to make progress forward
- One point of access: “County Office of Faith-Based and Community Partnership” representative/liaison who has a broad understanding of needs can make a phone call to introduce yourself and make contact or face-to-face contact.
 - FBOs/HOWs do not always know one another – County could help to create the linkage among FBOs/HOWs and CBOs to allow for the sharing of resources and synergy of progress
 - County has the capacity to know about and communicate with all FBOs/HOWs and CBOs through County registration records
 - Automatically opted in for communication
 - Listserv
 - County to have regularly-scheduled/monthly meetings – more people attend
 - Consult with interfaith groups
 - Bottom-up/Top Down
 - Easily accessible – information pushed out easily and quickly
 - Examples: (New Jersey, San Antonio, Texas, San Bernardino, CA, Federal)
 - Continue to hold these sessions where we can come together as a collective would be productive.
 - Website with detailed information
- Organize in a way where FBOs/HOWs/CBOs could assist with emergency response/disaster preparedness
 - This would require training and sharing of best practices out to FBOs/HOWs/CBOs
 - Sharing of best practices both ways
- FICA Tool (spiritual history tool) – could connect young person having gone through a Master list of FBOs/HOWs willing to assist patients requesting faith-based assistance/spiritual support
- Collectively we could be powerful
- FBOs/HOWs vs. CBOs – need broader inclusion
 - Do not want to give priority to FBOs/HOWs above other CBOs
- Most faith leaders lack the capacity (skills, tools, and relationships) or understand the value of working with the County
- Need translated materials and ethnic media to reach immigrant communities, limited English speakers
- Provide small seed money and grant opportunities to attract faith organizations – widely communicated
 - Refer to the Vax 58 Program as an example – was a really great, accessible, simple, and easy to use program
- The County can assist (grant program, PR, etc.) FBOs/HOWs to message to the communities served in language that they serve and meeting them where they are.

***Who would most benefit from the formation of a partnership between the County and the faith community?
How so?***

- Large population of foster youth/minority foster youth – going through the churches to understand and properly count this population and get a better idea of how to serve these and other underserved communities
- Foster children and children under the supervision of probation
- Reciprocal – Will help the members of the church to provide the opportunity for spiritual growth for these populations
- County would benefit with the expertise and understanding how to best serve



- FB would have resources of the County
- Populations being served would benefit
- The collaboration of resources and specialties to provide a support network for youth
- People with power and influence can assist implementing a collaborative effort
- Homeless – FBOs/CBOs are hungry for an understanding

Non-Financial Support Needs

County Support and Partner for Success

- Work in silos – no sharing
- County resource allocation should target the needs of communities and not prevent participation by FBOs
- County should support FBOs/HOWs and speak against legislation that would allow or encourage using FBOs/HOWs
- County should look for and support joint programs with FBOs/HOWs
- The County cannot do it all, FBOs/HOWs and local service providers can't do it all. The County could help guide a process that works toward success. Town hall meetings with all local service organizations
 - Identify all needs and services required of a particular local community or SPA or whatever
 - Prioritize the community's needs
 - Work collaboratively within the community to address the prioritized needs
 - Meet routinely to report on progress, lessons learned, and evaluate if “other players” need to be involved to address the needs
 - Identify what other “players” need to be in the room at the table to be successful
 - Look to elected officials at all levels of government and FBOs/CBOs/et al. at all levels to help get those additional “players” to the table to help solve the problem

Involvement of Large and Small FBOs/HOWs

- County programs and services should not focus on using large FBOs/HOWs only but be generally accessible to smaller non-dominant under-represented organizations, allowing for broad and universal access channels
- County seems to focus on working with large FBOs/HOWs, rather than all sizes of organizations that provide services, including CBOs, schools, etc.
- FBOs/HOWs miss out participating in some County programs because of a perceived FBO-bias against faith-based organizations. FBOs/HOWs should participate in the delivering of services that are not influenced by the faith part of the FBO

Outreach and Communications

- County outreach efforts should be translated into more languages for the different communities in the County. FBOs/HOWs could benefit by access to the County translation programs for FBO/HOW outreach efforts
- The County's outreach is limited, Internet and web based
- FBOs/HOWs are local and known and often trusted more the County. Individuals perceive FBOs/HOWs as caring and local. County could use the FBOs/HOWs as a trusted conduit for delivering information and services
- Ways for organizations to communicate with one another regarding their programs and services that would enable collaboration among local service providers and better service provision to the community

FBO/HOW Office, Routine Meetings, Volunteerism, and Sharing

- An Office of Faith-Based and Neighborhood Partnership would help the County stay connected with community organizations, what the County is doing and what the FBOs/HOWs are doing



- Having routine Town hall meetings with the County to provide updates on what is happening would be valuable
- Routine meetings among local providers that allow for review of programs, demonstrate incremental progress, step by step improvements, and sharing with others
- A way to share volunteer opportunities that would enable volunteers to engage with those in their community
- Reduce the government/County “hurdles” that prevent volunteers from helping. The slow resolution of “hurdles” has delayed community programs for years. E.g., insurance requirements. Such hurdles need to be identified quickly and resolved

Clearinghouse and Database

- Develop a database of FBOs/HOWs, County and local organizations, the services provided, the population served, and availability – location, days, hours etc.
- Develop a comprehensive database
 - Easily accessible, updated routinely
 - Has a profile of FBOs/HOWs, CBOs, et al., and the services provided
 - Include other information – e.g., job opportunities, grant availabilities, community events,
 - Enables a two-way referral path – access to County services that available and access to FBO/HOW underutilized service capacities that would be available to the County
- An immediate needs searchable database with real time updates showing immediate need services (County or FBO/HOW et al.) available “now,” which could be used by everyone to get services to those in immediate need
- A Clearinghouse for sharing service programs offered by the County, FBOs/HOWs, and other service organizations would enable local organization to know about and network with local organizations, learn and use County programs, and refer individuals to available local services
- FICA tool – Faith, Importance, Community, Addressing needs
 - A referral source – County should develop a shared list of available resources that the FBO, County, and individual could use know about services and be able to refer individuals to needed services
- The use of 211 can be time-consuming and frustrating and can result in giving up. Is there a better way to connect services with those that need the service? Can the County be more responsive?

Training

- Training addressing
 - What services the County offers
 - How to work with County departments to get services
 - Access to experts within County departments

Access to County Facilities

- Access to County space for meetings – fee waiver, to resources and services
- Access to underutilized County real estate, offices, parking lots, etc. which could be made available to provide ongoing services

Outreach and Knowledge-Sharing

Knowledge-Sharing

How to Share Knowledge at Specific Planning Area (SPA) Meetings with the County

- Currently hold meetings (8-10 per month) in SPA 1 to learn what the new agency is doing. Salvation Army is doing? Get updated routinely?
- Each SPA needs to share updated information



- A bit of disconnect – several meetings but not a concerted effort. Some meetings overlap. Feeling like “treading water.” Need to have each meeting focus on a specific cause.
- Need to harness the SPA meetings. The meetings are all over the place.
 - The first “Town hall” might get the issues out and then have the County set priorities for the next meetings and target priority needs (e.g., medical, homeless, etc.).
 - The groups should target solutions and what homework we are going to do before the next meeting.
 - Next meeting return with concrete information. Share actions and outline what else is needed (e.g., tools).
 - Focus on Priority 1 until it is under control before moving onto Priority 2.
 - When ready, delegate Priority 1 to a committee.

How to Work Together

- SPA 1/Antelope Valley: Work in silos. Work better when the government helps to bring FBOs/HOWs together.
- Useful if County, FBOs/HOWs, and everyone talks about what they have as tools and make movement forward.
- Two agencies can assist:
 - A private spiritual counseling group called “Forever Hopeful” with access online with free spiritual counseling services.
 - WIC (women, information, children) program – great place to refer to

Information Sharing Tactics

- Current approaches to sharing of information (Facebook versus Instagram) – are we reaching our populations?
- Are we sharing methods? Sharing numbers? Sharing successes? Oftentimes we do the same thing.
- Meetings are important.

County Website and Clearinghouse

- Establish a clearinghouse with a website portal
- Need a user-friendly portal on the County website to access resources
- The County is working on a website. County uses its own jargon, making it hard to understand. Lots of acronyms. The County is only communicating with each other, which is a real turnoff. The County could hire a professional writer who can communicate/write better with the general population.
- The County is overly reliant on its website. Never sends letters.

County Communications

- Getting hold of the County is hard. May sit on the phone for hours waiting for an answer and then be transferred and sit on hold again. Have to have a heart to hang in there. Many will lack the resources, time, and stamina to call in.
 - Need a designated portal to use to get County information on programs, the County, etc.
- When you reach a person, you get a flipped, off-the-top-the-head answer.
- No central place to communicate about what is happening in serving underserved populations:
 - FBOs/HOWs communicate with different County departments for a variety of services.
 - How to communicate among each other about the services that FBOs/HOWs and non-FBOs/HOWs do?
- Need a list server of the FBO/HOW leaders
- 211 LA County: FBOs/HOWs are the first line of defense for homeless and others; get no help from 211 LA as FBOs/HOWs try to help these other people. Need a streamline way that FBO/HOW leaders can access County resources and bypass 211 LA County.



Outreach

- Outreach teams need resources (e.g., blankets, water, medical, tents, hygiene kits, basic necessities, etc.) to service the population across the board. Frustrating to go out and only take what you carry. Constantly having to pull from own funding to cover costs.
- Warehousing: Can companies donate materials (e.g., hygiene kits) to LA County to warehouse and distribute to FBOs/HOWs and CBOs?
- The weather is so cold – shelters, blankets, tents needed. Address unique needs of each area.

Outreach to Underserved Areas and Serving People in Need

- County needs to encourage individuals to come to FBOs/HOWs.
 - 1,400 women are not getting the services they need. The County should help refer these women to HOWs.
 - Trying to provide services but getting resistance from elected officials.
 - Open conflict between government and HOWs is a problem.
- SPA 6: Federally qualified Federal health care – have a FICA tool, which is a spiritual tool.
- Would like FBO/HOW leaders to meet via a Town Hall and create FBO/HOW communities that can accept referrals
- Outreach programs (e.g., Food Bank) that are available have restrictions; have to pay money to transport food to give food to the community. An organization may not have enough funds to do this for their own community. Wants greater clarity/understanding.
- Do not know where to get blankets and other resources. When it rains, the homeless people scatter and return when the rain stops. Lacks resources to help them.

Outreach to FBOs/HOWs

- Ongoing convening
- Avoid working in silos. Could start with the people who are part of this session to share information. Begin with where we are, who we know to improve communication and outreach.
- Could hold district-level listening and resource-sharing events that any CBO could access and actively be invited to.
 - Big churches get invited but others are not on the list so have to find their way in and “push our way in”
 - Young and underfunded organizations need connections and networks for access to power and tactics to navigate the system

County Funding and Resources

Leveraging Land Resources

- Help FBOs/HOWs use their land for affordable housing
 - Working with a developer now and the FBO/HOW is not getting the best deal.
 - Need 3rd party who can objectively help FBOs/HOWs use their land.
 - 250 FBOs/HOWs attended a conference on affordable housing and land available. Shared models of how to approach their land use when they saw what their peers were doing and what they could ask for.
- County needs to go to FBOs/HOWs and not just expect FBOs/HOWs and CBOs come to the County.

Taping into Labor Resources

- The County claims a labor shortage but there are lots of people looking for work.



- County needs to share work/employment activities. Many small businesses in LA County, and few departments have met diversity goals or local hire goals.
 - FBOs/HOWs have members who can do this kind of work.
 - LA County talks about labor shortages but people need work (245,000 registered small businesses in LA County)

Different Abilities of FBOs/HOWs, based on Size, to Pursue County Funding and Resources

- Smaller organizations do not qualify for funds. Smaller churches do not get the support.
 - What kinds of faith-based organizations are you talking about?
- Participated in grant for vaccination program but FBOs/HOWs had to work on their own – not worked together to do it.
- When looking for resources, do not think of the County – go to other NGOs/nonprofits.
- If the County has resources that CBOs are not aware of, that is an issue. Lack of communication from County and lack of research by CBOs.
- Not all FBOs/HOWs recognize all of the different kinds of religious and non-religious groups – could do great things together.
- More grants need to go out to folks with “boots on the ground” – meet them where they are. Offer micro-grants.

Capacity Building

- FBOs/HOWs need capacity building training/system and relationships for FBO/HOW leaders to show up
- Sad commentary when capable FBO/HOW leaders are frustrated; those with less capabilities must be even more frustrated.
 - FBO/HOW leaders figure out their own system so they can do something versus nothing. Who is delivering really innovative, effective programs?
- Establish a two-way partnership office to build capacity

Example of Capacity Building: C2 Leadership Institute

- Faith and Community Empowerment (FACE www.facela.org) has the C2 Leadership Institute that has been working with FBOs/HOWs for the past 22 years on a capacity building program for FBOs/HOWs. [C2 Leadership Institute | Church & Community \(facela.org\)](#). Baylor University also did a paper on the program.
 - Do not have to be part of a church or a particular faith. Focus on increasing capacity to serve more.
 - Started out with Korean pastors who wanted to focus on homeless services; oftentimes, the pastors are similar to unpaid social workers so very resource intense.
 - Pastors had to use their own resources (e.g., one pastor had to use duct tape so he could keep driving his car).
 - Can learn more about what other partners are doing and not deplete so many resources of ministry.
- Important for Korean refugees who need to seek help from churches even though they historically did not seek out churches. In the United States, churches are now seen as safe havens to them.
- Churches are doing these services without funding.
- They work to link people to resources and partnership to increase capacity.

Example of Pride on FBO/HOW Work: St. Anne's Family Services

- St. Anne's is under a massive organization that prides itself in respect for human dignity, compassion, transformation, justice and peace, and related values.
- Proud of work in early childhood education, healthcare, workforce development, housing program (largest resource) – emancipated youth.



Concerns About Separation of Church and State

- Do not like the term faith-based
- Supportive of charitable and want to be sure that the rights of non-believers are protected
- Separation of church and state and problems associated with government entanglement
- Feeling that FBOs/HOWs are antagonistically targeted by government representatives and publications. Email printed with permission from the source (Karen Roseberry, Executive Director, Care Net Women's Resource Center):

"...Pregnancy centers are being mischaracterized, misrepresented, and even being slandered with statements saying that, 'CPCs across the U.S. often provide clients false medical information.' This couldn't be further from the truth, particularly in LA County, and it was on an LA County website where that statement was found.

Additionally, the LA City Council and the State Assembly are targeting pregnancy centers, to be the targets of frivolous lawsuits. While County policy and actions are separate, there is a tendency to often see policies mirrored across many cities, counties, and the state. In November the LA City Council passed an ordinance permitting such lawsuits. In the State Assembly, AB 315 has the [the] Attorney General, District Attorneys, and City Attorneys authorized to sue pregnancy centers - as if there wasn't enough actual crime to keep them busy, they are manufacturing utterly unnecessary lawsuits.

Many of these pregnancy centers are licensed community clinics by the California Department of Public Health who are being discriminated against simply for not providing abortions - despite numerous community clinics not offering abortions and the Attorney General even recognizing that, 'Healthcare providers are allowed to refuse to perform abortions for moral, ethical, or religious reasons.'

In Los Angeles County this is tremendously unhelpful as recent data from the County of Los Angeles - Department of Public Health Maternal, Child & Adolescent Health Programs Selected Perinatal Health Indicators Los Angeles County, 2019 there are over 1,400 pregnant women in the Antelope Valley Service Planning Area 1 lacking prenatal care in the first trimester. Many pregnancy centers actually seek to address this deficiency by providing ultrasounds in the earlier stages of pregnancy. As the data shows, this supports the promotion of healthier pregnancies for women and babies. Additionally, this work also serves to provide follow-up correspondence to beneficiaries served by offering assistance in starting prenatal care under an obstetrician, which promotes a reduction in infant and motherhood mortality that is disproportionately high in the racially and ethnically disadvantaged minority populations of this area.

I hope this information can find its way to the report that is being put together for the County and hopefully work to address the factually inaccurate information being asserted by the County on its website. Additionally, perhaps it can help to better inform what seem to be seriously erroneous beliefs by too many in governmental leadership positions who seemingly are oblivious to the actual work performed by pregnancy centers."

Partnership Structure

What is the function/purpose?

- **Inclusive body**
 - Focus on FBOs/HOWs, but allow secular groups to part of the body, super inclusive
 - Focus on work, not beliefs - focus on those we jointly serve
 - Support FBOs/HOWs; not an antagonistic relationship
 - Cannot be solely data-driven, must be resident-driven, include those with lived experiences
 - Agencies and clients should not be discriminated against, based on religious beliefs and values
- **Networking Function**



- Opportunity for FBOs/HOWs to learn about each other, local resources, providers, services available, etc.
 - Develop an inventory of local resources
 - Improve relationships between the County-city and other jurisdictions
- **Capacity Building**
 - Added space for FBOs/HOWs to coordinate/organize themselves
 - Educational/capacity building Learning space
 - Clearing house of information
 - 1 stop shop of local and County information/resources
 - Share/leverage community resources
 - Provide access/referral to other community resources
- **Action-oriented**
 - Focus on getting the job done (not affiliation-based, outcome/mission-driven) – collective impact
 - Prioritize efforts, identify gaps.
 - Barrier buster: eliminate/change unnecessary and burdensome bureaucracy/legislation/policies
 - Achieve and track measurable/quantifiable outcomes
 - Influence/inform County policies/decisions
 - Community to inform County on info., needs, etc., needs to be a two-way relationship
- **Balance power dynamics between County and community**
 - Help to break-up monopoly of resources that are given to well-established groups/CBOs
 - Promote equitable/nondiscriminatory referrals to community providers
 - Support flexible/ongoing evolution of orgs. to help our communities
 - Help protect organizations from frivolous lawsuits and actions
 - Serve as an iterative model of services - not limited to government's scope
 - County should not be relieved of its responsibility to provide services locally; communities are under-resourced and cannot take these activities/responsibilities on

Structure

- **Local (city) rolls up to a Service Planning Area (SPAs) (regional) to Countywide level**
 - Point of Contacts for FBOs/HOWs with County and each other (See FBO/HOW Office below)
 - Regular convenings/gatherings/listening sessions to inform action and County decisions
 - Collaboration bottom-up not top-down, (both and not either or)

Membership

- FBOs/HOWs
- County staff
- Engage other partners once organized, including:
 - Funders
 - CBOs/providers
 - Business community
 - Philanthropy
 - Other jurisdictions

Inside or Outside of the County (Pros and Cons)

- Outside of the County, but must include County participation
- Pros (Inside County):
 - Access to the decision makers and resources



- Institutionalize the County's commitment/partnership (County staffing)
- Create a County Office of FBOs/HOWs
- Cons (Inside of the County):
 - Too bureaucratic
 - Lack of community trust - will kill any possibility of a partnership

Virtual Listening Session Input: Spanish-Speaker FBO/HOW Leaders

Effective Partnerships

What would a true partnership between the County and the faith community look like?

- Link/List – so that pastors can have more specific information.
- There is a lot of bureaucracy. It is overwhelming/saturating...
- When there are many obstacles, people in need resist services because it is difficult for them to receive help.
- Provide resources. Mental health workshops, etc.
- Relationship should be based on mutual trust

What changes does the County need to make that will make the biggest difference in establishing this partnership?

- In the past there were regulations with people and communities of faith – we can invite people – but people from the church are not allowed to talk about faith
- More clarity on what the County is, what role it plays, what services it provides, etc.
- Distrust of the community regarding the government/institutions. When you talk to them about different institutions – people freeze. There needs to be a document – for our community to trust us – to establish more trust in the County
- Eliminate/minimize bureaucracy

Who benefits from this collaboration?

Not addressed due to lack of time

How can faith communities incorporate these voices into this collaboration?

Not addressed due to lack of time

Non-Financial Support Needs

- Training for leaders, emotional/psychological support
- I have observed/attended many trainings
- Many of us have different levels of education – different fields of study – we want to see our community flourish – see change. We are not against the homeless. We want to see how we can help.
- Help the entire community that surround the churches
- Build trust with churches, recognition that pastors are also working to improve the community
- County should accept support from faith organizations – maybe have a meeting
- You do not see homeless people in Beverly Hills. Because the city/community works together. Why can this be achieved in some cities but not in others? What do we have to do to drive to get them [the homeless] out of that social situation?
- If it is ugly, particularly in downtown Los Angeles; poor people do have businesses there
- As pastors we want that to be eliminated
- The County has to better distribute the necessary resources
- Another meeting like this, with these same questions, so that we can have our answers well formulated



Outreach and Knowledge-Sharing

Not addressed due to lack of time

Partnership Structure

What should be the purpose or function of this new structure(s)?

- Represent all faiths and all community members – be inclusive
- Leaving differences of faith behind and focusing on helping the community
- Coordination Between County, Cities and Communities
- Connector to faith communities and local resources
- Training on available resources
- Understand the problem in each community
- Develop local projects to guide solutions to local problems
- Get closer to pastors – with Christian as a leader (they have contact and provide resource training)
- Monthly meetings – build trust between the County and different faith communities
- Have direct points of contact within the County (e.g., supervisors within departments, e.g., DCFS)
- Help the County get organized, especially its initiatives that work with communities of faith

Should the structure(s) be or should not be run by the County? What would be the pros and cons?

- Local Pastors, Interfaith
- County representatives
- Organize efforts with faith communities within the County to be more effective
- A local table with a strong connection to the County
- Pros:
 - “More heads” solve problems
 - Local and regional connection
 - need access to power
 - May result in faster solutions
- Cons: Not addressed

Who should form the leadership and membership of this structure?

- Local pastors
- A table with representatives from the faith community and representatives from different County departments (e.g., DCFS, etc.)
- If there was a person of faith – who is respected – who could talk directly with program supervisors – that direct connection. Fabulous to avoid bureaucracy within the system.

Part C:

Faith-Based Survey Results Regarding Potential County Partnerships





Part C – Survey Results

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C.1 – Profile of Survey Respondents

KH designed an online survey with questions based on issues and options raised during the Listening Sessions. KH distributed the survey to all individuals who were invited to the Listening Sessions and Faith Leadership Breakfasts and encouraged FBEW members, Board Offices, County departments, and interfaith councils to share the survey link with their Faith-Based Organization (FBO) networks, including Houses of Worship (HOWs).

Part C outlines the profile of the 434 survey respondents and their thoughts on how to improve the lives of the underserved, preferred partnership structures, County government, non-financial and training needs, and priorities.

Organization Types and Religious Affiliations

In total, 434 individuals responded to the survey. The majority (83%) were FBOs/HOWs.

Type of Organization	Percent	Number
Faith-Based Organization (FBO/HOW)	82.9%	228
Community-Based Organization (CBO)	5.8%	16
Foundation or philanthropy	1.5%	4
Government agency	1.8%	5
Business	1.8%	5
Other	6.2%	17
Number of Survey Respondents		275

Survey respondents provided hundreds of written comments – common themes of these written comments are summarized in Part C and indicated in *italics*.

The majority (75%) were Christian (Protestant, Roman Catholic, Church of Latter-Day Saints, or other Christian religions).

Religious Affiliations	Percent	Number
Christian Religions	75.1%	
Protestant	42.2%	125
Christian (non-Roman Catholic/non-Protestant)	19.3%	59
Roman Catholic	11.2%	33
The Church of Jesus Christ of Latter-Day Saints	2.4%	7
Other Religions		
Other	13.5%	40
Jewish	5.1%	15
Atheist	2.7%	8
Unitarian	1.4%	4
Buddhist	1.0%	3

Religious Affiliations	Percent	Number
Muslim	0.3%	1
Hindu	0.3%	1
Number of Survey Respondents		296

The large number of “Other” responses parallels the religious identifications in the Listening Sessions. One survey respondent wrote:

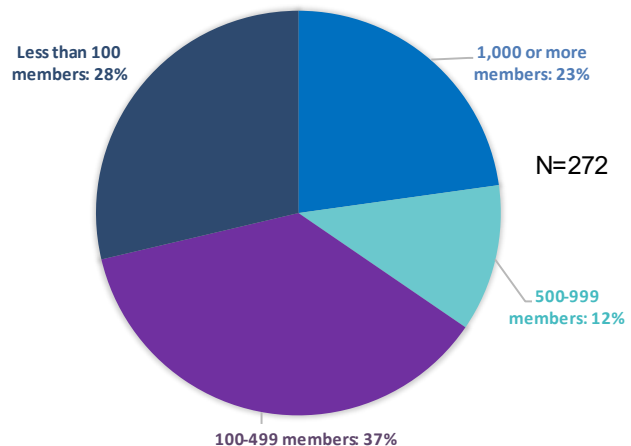
“Being the only Buddhist leader at the Listening Session I attended, I feel that we have a long way to go towards a fully inclusive society, though I’m grateful for initiating the first step.”

As outlined in the body of this report, the County will need to broaden its outreach to include the diverse breadth of religions in Los Angeles County.

HOW Size and Locality

Survey respondents affiliated with HOWs with members or congregants were asked about their relative sizes. The HOWs represented the full range of member or congregant sizes.

- 22.8% had 1,000 or more members
- 11.8% had 500-999 members
- 36.8% had 100-499 members
- 28.7% had less than 100 members



The FBOs/HOWs also represented geographic representation across the county with Supervisorial District (SD) 5 having the highest participation levels and SD 3 having the smallest participation levels (which may be partially attributed to the newly elected Supervisor in that seat). SD 3 also had a lower turnout for the Listening Sessions.

Supervisorial District (SD)	Percent	Number
District 1, Supervisor Hilda Solis	18.0%	53
District 2, Supervisor Holly Mitchell	18.6%	55
District 3, Supervisor Lindsey Horvath	16.3%	48
District 4, Supervisor Janice Hahn	20.0%	59
District 5, Supervisor Kathryn Barger	27.5%	81
Don’t Know	25.1%	74
Number of Survey Respondents		370



Approximately one-quarter did not know what SD they were in.

Listening Sessions Attendance

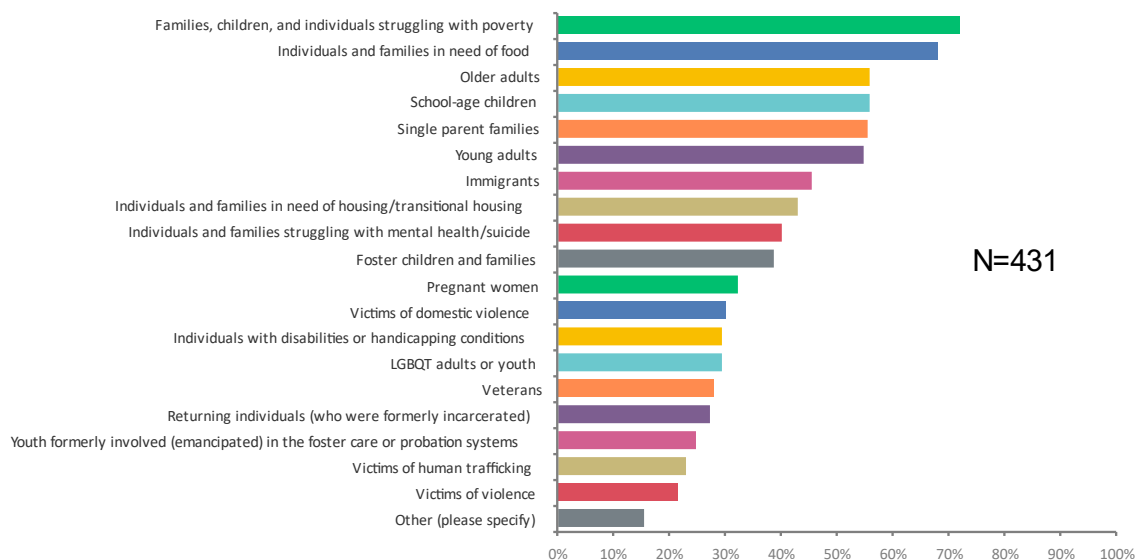
In total, 371 FBO/HOW leaders attended the 12 Listening Sessions out of an RSVP list of 599 – a 62% attendance or participation rate.

Approximately 42% (127) of the survey respondents had attended one or more of the Listening Sessions. The other 58% (175) had not. Combining the number who attended Listening Sessions with the number of survey respondents who had not attended Listening Sessions, this project received input from a total of 546 FBO/HOW leaders.

C.2 – Populations Served

Underserved Individuals or Groups

Respondents identified the underserved individuals or groups that they or their organizations support. Respondents could check more than one population. Some of the populations overlap (e.g., older adults in need of food or victims of domestic violence in need of housing).



- **60% or more.** The underserved populations most frequently served were families, children, and individuals struggling with poverty (72%) and in need of food (68%).
- **50%-59%.** Between 55% and 56% served older adults, school-age children, single parent families, and young adults.
- **40%-49%.** Survey respondents served immigrants (45%), individuals and families in need of housing/transitional housing (43%), and individuals and families struggling with mental health/suicide (40%).
- **30-39%.** Survey respondents served foster children and families (39%), pregnant women (32%), or victims of domestic violence (30%).
- **Less than 30%.** Survey respondents served individuals with disabilities or handicapping conditions (29%), LGBTQ adults or youth (29%), veterans (28%), returning individuals (who were formerly incarcerated) (27%), youth formerly involved (emancipated) in the foster care or probation systems (25%), victims of human trafficking (23%), or victims of violence (22%).



Underserved Populations	Percent	Number
Families, children, and individuals struggling with poverty	71.9%	310
Individuals and families in need of food	67.8%	292
Older adults	55.9%	241
School-age children	55.7%	240
Single parent families	55.5%	239
Young adults	54.5%	235
Immigrants	45.5%	196
Individuals and families in need of housing/transitional housing	42.9%	185
Individuals and families struggling with mental health/suicide	39.9%	172
Foster children and families	38.8%	167
Pregnant women	32.0%	138
Victims of domestic violence	30.2%	130
Individuals with disabilities or handicapping conditions	29.2%	126
LGBTQ adults or youth	29.2%	126
Veterans	27.8%	120
Returning individuals (who were formerly incarcerated)	27.2%	117
Youth formerly involved (emancipated) in the foster care or probation systems	24.6%	106
Victims of human trafficking	22.7%	98
Victims of violence	21.6%	93
Other	15.6%	67
Number of Survey Respondents		431

“Other” responses involved recognizing that all are welcome, and all are served. Others had specific programs for individuals with substance abuse (12 step support groups) or involvement with gangs. Others focused on such issues as environmental/climate warming, gun violence, court-mandated parenting classes, social justice, hate crimes, or work opportunities.

Improving the Lives of the Underserved

Survey respondents were asked “what will make the biggest difference in improving the lives of the underserved through FBO/HOW efforts?” They could select one or more suggestions.

County contact. Approximately two-thirds of the respondents wanted access to an organization or individual in the County to answer their questions and help them get access to the right place for help (67%).

Philanthropy and County information and resources. In addition, two-thirds wanted better information available about philanthropic and County-managed resources available for their efforts (61%).



FBO/HOW collaboration. Survey respondents are interested in increasing collaboration among different faiths and houses of worship (56%), including incentives for collaboration across FBOs/HOWs and/or CBOs (45%).

Technical support and funding. Survey respondents identified the need for technical or administrative support to allow them to focus less on “red tape” and more on serving the underserved (51%), more targeted funding (43%), and fewer restrictions on eligible expenditures (35%).

Improving the Lives of the Underserved	Percent	Number
Access to an organization or individual in the County to answer our questions, and help us get access to the right place for help	67.1%	202
Better information available about philanthropic and County-managed resources available for our efforts	60.6%	182
Increasing collaboration among different faiths and houses of worship	56.2%	169
Technical or administrative support to allow us to focus less on “red tape” and more on serving the underserved	51.2%	154
Incentives for collaboration across FBOs/HOWs and/or CBOs	44.5%	134
More targeted funding	42.9%	129
Fewer restrictions on eligible expenditures	34.6%	104
Other	7.6%	23
Number of Survey Respondents		301

“Other” written comments involved:

Knowledge-Sharing and Coordination

- *FBOs/HOWs have expertise and experience in many areas that the County needs to better understand*
- *Access to senior and experienced County personnel for guidance and wisdom*
- *Coordination across FBOs/HOWs and CBOs*
- *Knowledge about successful programs in other cities and states*
- *Improving communication within the regional offices so that social workers in one program with a FBO/HOW are aware of what social workers with another program with the same FBO/HOW is doing.*

Financial and Non-Financial Assistance

- *Assistance, both nonfinancial and financial, to the organizations that have actual boots on the ground.*
- *Place more restrictions on eligible funding. Too often funds are used to subsidize religious recruiting.*
- *Put action, finances, and policies in place that lower the barriers to serving the community*



- *Avoid situations where a few larger congregations are dominant communities. Smaller ones of different faiths are often expected to contribute without receiving their share of resources.*
- *Provide more funding for CBOs to build capacity in skilled areas and hire critical capacity building staff*

Working with the County

- *Eliminate onerous restrictions; clarify and define expectations; respect boundaries*
- *I work with houses of worship (predominantly churches) who are the key to recruiting and training volunteers. The County needs people on the inside of these places to help broker connections and partnerships. Unfortunately, many of them aren't aware of how to partner together.*
- *If you know what will help the underserved, let qualified County workers provide that and avoid working through religious groups.*

Service Availability

- *People come to our church with immediate urgent needs because there is no other facility. Prominent and available crisis centers in communities, which are not intimidating like law enforcement, should be available for immediate help.*
- *Make 211 LA and transportation services available on weekends*
- *Provide more services in DTLA that are outside of Skid Row*
- *Provide single service centers that can help people with multiple needs, contrasted with multiple offices with multiple policies and processes*

Advocacy

- *Pairing of congregants with unhoused to facilitate advocacy*

Faith and Values

- *Understanding and respect for the faith we have, and not limiting our efforts to evangelize as part of any help offered*
- *Virtue and values instruction for those who, while underserved, have contributed to their own poverty or isolation.*

C.3 – County Partnership Structure Options

Preferred Partnership Structure

Overall, 303 survey respondents ranked options presented for the FBO/HOW-County partnership structure. The consistent theme with the Listening Session was the desire to be independent and FBO/HOW led.

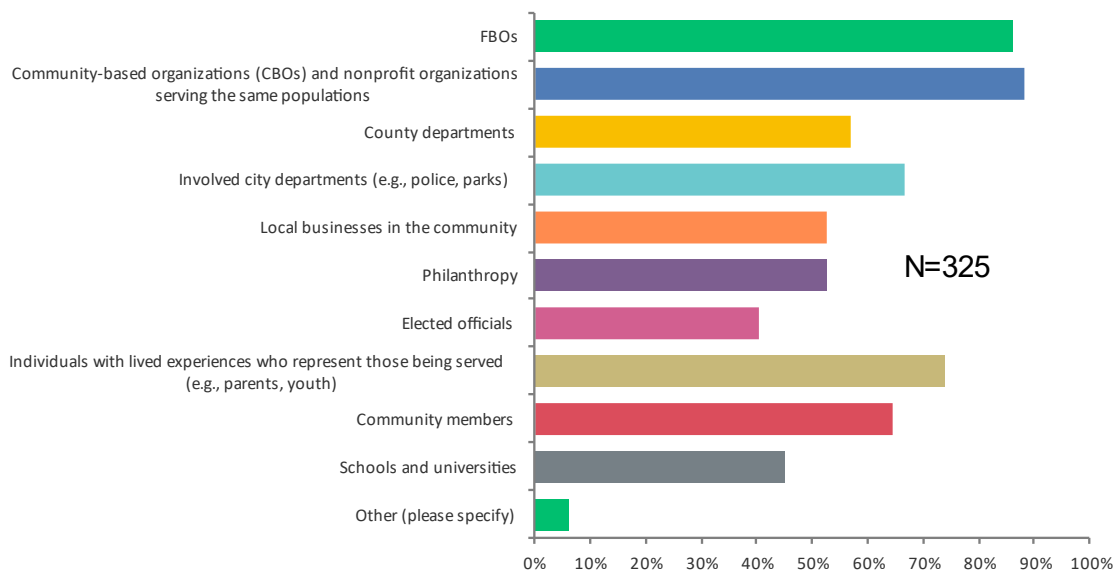
- The first ranked option was an independent nonprofit (501(c)(3)) – ranked among the top 2 by 65% of the respondents.
- The second ranked option were local hubs or coalitions that are led by FBOs/HOWs – ranked among the top 2 by 56% of the respondents.
- The third option was a County office or team – ranked among the top 2 by 50% of the respondents.
- The least preferred option was a County-convened advisory commission – ranked among the top 2 by 29% of the respondents.

FBO/HOW-County Partnership Structural Options (Listed High-to-Low)	Ranking (4= Max)	Ranked Among Top 2
An independent nonprofit (501(c)(3)) that is separate from the County with resources (e.g., provide services, training (building capacity), grant-writing, administrative support, etc.) for FBOs/HOWs to address local needs and coordinate with each other. County and philanthropic members are available as needed.	3.8	65.4%
Local hubs or coalitions, led by FBOs/HOWs, with support and participation of the County and Board deputies, to track local needs and services and coordinate efforts at regional and County levels as needed.	3.6	56.4%
A County office of team created to manage outreach, data analytics, and website/portals with needs and services offered; convene FBOs/HOWs to explore options, pilot programs, and monitor progress; field questions from the FBO/HOW community and coordinate departmental efforts working with FBOs/HOWs.	3.5	50.2%

FBO/HOW-County Partnership Structural Options (Listed High-to-Low)	Ranking (4= Max)	Ranked Among Top 2
A County-convened Advisory Commission to provide advice to County Board of Supervisors and departments.	2.9	29.2%
None of the options or prefer a different model	1.7	n.a.
Number of Survey Respondents	303	

Who to Include in the Partnership

Survey respondents were asked what groups should be included in the proposed FBO/HOW partnership; respondents could check more than one option. FBOs/HOWs and CBOs were most frequently selected.



FBOs/HOWs, CBOs, and individuals with lived experiences. The survey respondents saw the need to include both FBOs (86%) and CBOs (88%), followed by individuals with lived experiences who represent those being served (e.g., parents, youth) (74%).

Government, community members, local businesses, and philanthropy. The next cluster included involved city departments (67%), community members (65%), County departments (57%), local businesses (53%), and philanthropy (53%).

Schools, universities, and elected officials. Schools and universities (45%) and elected officials (40%) were identified but have lower priority.



Who to Include	Percent	Number
Community-based organizations (CBOs) and nonprofit organizations serving the same populations	88.3%	287
FBOs (includes HOWs)	86.2%	280
Individuals with lived experiences who represent those being served (e.g., parents, youth)	73.9%	240
Involved city departments (e.g., police, parks)	66.8%	217
Community members	64.6%	210
County departments	56.9%	185
Local businesses in the community	52.6%	171
Philanthropy	52.6%	171
Schools and universities	44.9%	146
Elected officials	40.3%	131
Other	6.2%	20
Number of Survey Respondents		325

The most prevalent “other” comments were the need to include all of the listed stakeholders.

Forming a True Partnership

Survey respondents identified what is most important in establishing a true partnership with the County. They could select more than one option.

Accountability and transparency (73%) ranked the highest (73%) in establishing a true partnership. Accountability involved focusing on established goals, action, and outcomes. Accountability and transparency pertained to the use of public funds. Other survey respondents thought the County should:

- Audit and provide oversight of all County funds to ensure that public funds are not spent on proselytizing or recruiting FBO/HOW members
- Inform FBO/HOW organizations up-front that funds must be fully refunded for violations
- Debar FBO/HOW organizations for multiple violations

Understanding what FBOs/HOWs and County departments do. There was also an identified need to understand each other’s services, collaborative opportunities, and successes (68%).

Building on shared values and relationships. Respondents identified the importance of respecting each other's doctrines and focus on shared values to improve the lives of the underserved populations (67%); viewing each other as equals, as contrasted with the County seeing itself as the decision-maker about the relationship (62%); and building long-term relationships to make a difference in their communities – and close the gaps (60%).

Action oriented. The survey respondents wanted the partnership to be action oriented (64%).



County seeking FBO/HOW input. Survey respondents wanted to ensure the County sought out FBO/HOW input before making decisions that affect them (59%).

Inclusiveness and a charter. To a lesser extent were inclusiveness (47%) and development of a charter with defined values and guiding principles (40%).

True Partnership Components	Percent	Number
Accountability and transparency	73.3%	239
Understanding each other's services, collaborative opportunities, and successes	67.5%	220
Respect for each other's doctrines and focus on shared values to improve the lives of the underserved populations	67.2%	219
Action orientation	64.4%	210
Viewing each other as equals, as contrasted with the County seeing itself as the decision-maker about the relationship	61.7%	201
Long-term relationships to make a difference in our communities – close the gaps	60.1%	196
FBO/HOW input before making County-level decisions	59.2%	193
Inclusiveness	46.9%	153
A charter with defined values and guiding principles	39.6%	129
Other	8.6%	28
Number of Survey Respondents		325

“Other” written responses emphasized less bureaucracy, improved communications (including multi-lingual communications), and funding.

Other comments ranged from “*assurances that Christian nationalism will not be tolerated*” to all FBOs/HOWs:

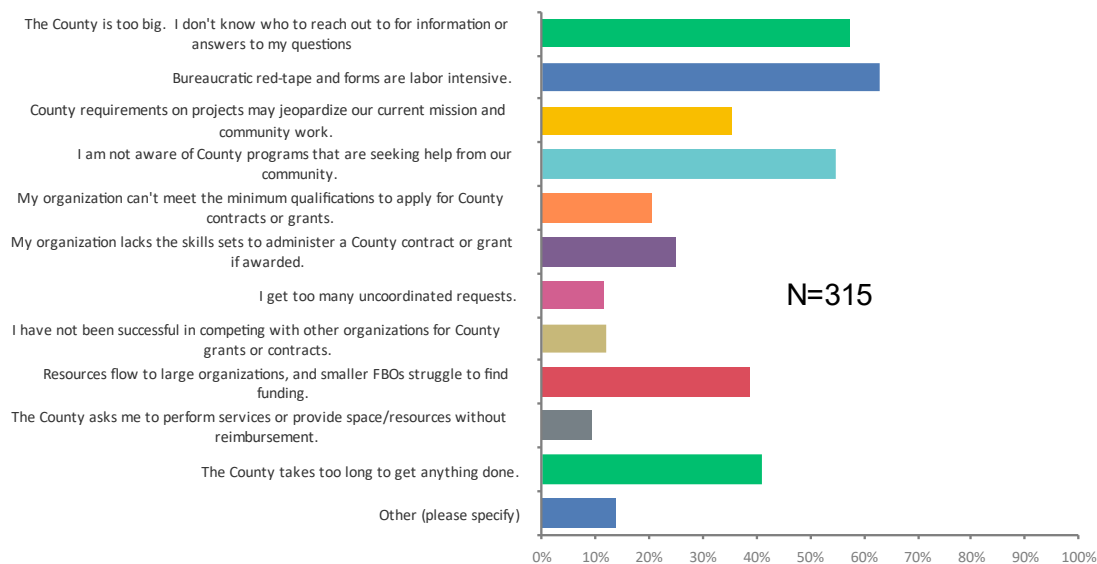
“...are viewed as the enemy when we are instead part of the solution to these urgent needs that are all around us. We want the same things that everybody else wants: whole, healthy communities [and] people being given opportunities to have their needs met, and finding healthy pathways forward for those who need it most.”

Others reinforced the importance of including community mental health providers.

C.4 – Challenges and Needs

Challenges in Working with County Government

Survey respondents were asked, “What are your biggest challenges when working with the County to serve the underserved?” They could select more than one response.



Red-tape, County size, and lack of awareness. More than one-half of the respondents identified the greatest challenges as labor intensive, bureaucratic red-tape and forms (63%), county size making it hard to know who to reach out to for information (57%), and lack of awareness of County programs that are seeking help from the FBO/HOW community (55%).

Lag time to action and competition with large FBOs/HOWs. Other frustrations involved the County taking too long to get anything done (41%). One individual wrote:

“We have not been successful in working with the county. We serve the unhoused and food insecure population in DTLA and operate on Sundays. Our biggest frustration is the lack of resources available on weekends; the needs never stop, and this has been lethal for those in the most compromised positions. The needs of the 70,000 unhoused in LA County outnumber the resources, and the service providers are overwhelmed. We need to multiply the service providers (mental health, housing needs, addiction services, crisis intervention, social workers, medical aid, etc.) to meet the needs of the county residents.”



Others were disturbed when resources flowed to large organizations while smaller FBOs/HOWs struggled to find funding (39%).

County contracting. Survey respondents expressed a concern that County requirements on projects may jeopardize their current mission and community work (36%). To a lesser extent were concerns about skills sets needed to administer a County contract or grant if awarded (25%), minimum qualifications to apply for County contracts or grants (20%), or lack of success in competing with other organizations for County grants or contracts (12%). These lesser concerns may be partially attributed to a lack of awareness of what the County does and how the contracting process works, discussed later.

Uncoordinated County requests. Minor concerns were raised about getting too many uncoordinated requests (11%) and the County asking FBOs/HOWs to perform services or provide space or resources without reimbursement (9%). Others saw the advantage of FBOs/HOWs working with the County to “connect those in need with county services” and shared emphasis to “help improve lives and build relationship with community and people in need” in the long term.

Challenges in Working with County Government	Percent	Number
Bureaucratic red-tape and forms are labor intensive.	62.9%	198
The County is too big. I don't know who to reach out to for information or answers to my questions	57.5%	181
I am not aware of County programs that are seeking help from our community.	54.6%	172
The County takes too long to get anything done.	40.9%	129
Resources flow to large organizations, and smaller FBOs/HOWs struggle to find funding.	38.7%	122
County requirements on projects may jeopardize our current mission and community work.	35.6%	112
My organization lacks the skills sets to administer a County contract or grant if awarded.	25.1%	79
My organization can't meet the minimum qualifications to apply for County contracts or grants.	20.3%	64
I have not been successful in competing with other organizations for County grants or contracts.	12.1%	38
I get too many uncoordinated requests.	11.4%	36
The County asks me to perform services or provide space/resources without reimbursement.	9.5%	30
Other	13.7%	43
Number of Survey Respondents		315



“Other” written comments involved problems with 211 LA. Complaints were also made about County staff who appear biased against working with and funding FBOs/HOWs and to lack commitment, resources, and a sense of urgency. FBOs/HOWs reported frustration with the lack of clarity about:

- Where to go for information or services
- The County’s expansive website that is not user friendly
- Roles and responsibilities of the County versus the cities

In addition, FBOs/HOWs cited too many situations when the County asks them to provide resources or facilities without reimbursement. Others experienced lengthy County processes for grants and contracts. Small FBOs/HOWs felt overlooked, given the County’s perceived focus on larger FBOs/HOWs.

A number noted that they have not worked with the County in the past while others wrote that the County *“rules or stipulations go against what we believe.”* Others were concerned about the County working with FBOs/HOWs and ignoring the *“30% of the population that is religiously unaffiliated”* that could lead to discrimination.

What Worked Well With the County

A total of 84 survey respondents described what had worked well with the County and provided insights about specific programs.

Communications and Access

- *Direct contact with decision-makers and buy-in from the Board of Supervisors*
- *Direct communication with County-based service provider who is available when called on*
- *Clear access to needed resources.*
- *A single point of contact or local liaison that maintains consistent contact with FBOs/HOWs*

Collaborative and Dedicated County Staff

- *Dedicated and professional county staff*
- *Productive working partnership*
- *Collaboration and a desire to work together*
- *When County staff get to know us and have staff who work with us and know how to engage and connect with us.*
- *One-to-one collaboration on behalf of clients in need with individual committed social workers*
- *County staff who have worked directly with FBOs/HOWs, have lived experience, or are also part of a faith community*



Working Groups and Meetings

- *Small number of people on decision-making committee who were all knowledgeable and invested*
- *Meeting in person*
- *Work groups where non-profits had true input opportunities*

Financial and In-Kind Contributions

- *Timely receipt of reimbursements*
- *Gift cards and stipends to attend meetings and do community outreach or canvassing to homeless people*
- *Some grant funding opportunities*

County Processes

- *Third-party non-County advocates have been highly effective in helping navigate the requirements and workflow process of partnering with the County*
- *Knowing the right staff person who can get the needed information or assist on how best to “navigate the system”*

Community Engagement

- *The County has realized that they cannot do best practice and serve families without community engagement.*

One respondent wrote that being patient helped when working with the County.

Successful examples cited were:

County Initiative	Sample of Survey Respondents’ Comments
Children and Family Services (DCFS)	<ul style="list-style-type: none">▪ CarePortal and DCFS’s partnership is a model with widespread buy in and workable solutions to reaching families with real time needs▪ Local offices and management▪ Case workers are helpful and willing to partner▪ Thanksgiving meals donated to foster families through DCFS▪ Los Angeles County has worked in cooperation with Social Services/Children in Foster Care in the past.▪ Relationship, communication, and cooperation worked the best to benefit both the needs of the County and children (aged 6-12 years) in foster care.
Mental Health (DMH)	<ul style="list-style-type: none">▪ “Healthy Neighborhoods” model▪ Mental Health Faith Advisory Board in Antelope Valley is helpful and productive

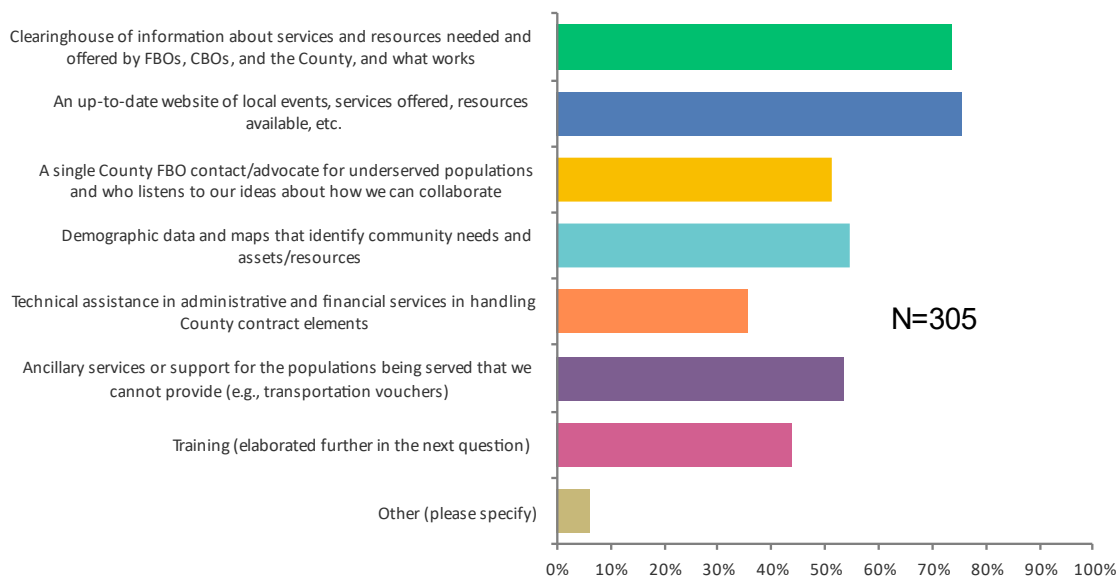


County Initiative	Sample of Survey Respondents' Comments
Regional Planning	<ul style="list-style-type: none">▪ CapMap support and assigned grant liaison we can speak to
LAHSA	<ul style="list-style-type: none">▪ Annual homeless count is well coordinated with clear goals.
Office of Education	<ul style="list-style-type: none">▪ Leadership training of school administrators was well received by school districts.
Public Health (DPH), Health Services (DHS), DMH, and LAHSA	<ul style="list-style-type: none">▪ Public Health: Scheduling vaccine clinics was extremely simple; able to target our homeless population.▪ The COVID-19 Isolation and Quarantine Shelters were a coordinated effort run by Housing for Health (HFH) with participation from DHS, DPH, DMH, and LAHSA. We placed over 10,000 people in 2.5 years.
Registrar-Recorder	<ul style="list-style-type: none">▪ Used to hold elections at our church
Sheriff	<ul style="list-style-type: none">▪ Working with some of the Sheriff's stations
County Social Workers	<ul style="list-style-type: none">▪ Monthly meetings with social workers to identify needs of individuals in their caseloads▪ Individual social workers and other contacts have been great (but others are just job holders that don't function when people in community are in direct need of help).
Doing Business with the County	<ul style="list-style-type: none">▪ The ATI Incubator Academy provided insight on how to do business with the County, a sense of community among fellow cohort attendees, and regular emailed opportunities for funding and support.▪ The County's use of a third-party administrator for the Care First Community Investment (CFCI) funding was an excellent decision. Amity Foundation staff has communicated well, provided support, and assisted our organization throughout the grant process.
Working Relationships, Networking, and Connections	<ul style="list-style-type: none">▪ Partnership with the Faith Section Program Director and the Faith-Based Liaisons.▪ When the County reaches out, there is hope and access.▪ What worked was how the County reached out after the passage of Measure H, inviting faith leaders to sessions and banquets and forming SPA coalitions with faith committees.▪ The County needs to continue prioritizing making connections. The County can't connect enough.

County Initiative	Sample of Survey Respondents' Comments
General	<ul style="list-style-type: none"> ▪ Hosting the Lunar New Year Festival with County support ▪ Programs, such as the Birthday Club, where the County supplied the children and youth and FBOs supplied the gifts or services ▪ Serve Days, Serve the City, District Rallies ▪ When I ran a faith-based emergency food program, Community Services Block Grant (CSBG) funding was vital.

Non-Financial Needs

Survey respondents were asked to identify what would be most helpful to their organizations in serving the underserved other than financial grants or resources. They could select more than one option.



Clearinghouse and website. Between 73% and 75% of the survey respondents supported the importance of and need for:

- An up-to-date website of local events, services offered, resources available, etc.
- A clearinghouse of information about services and resources needed and offered by FBOs/HOWs, CBOs, and the County, and identification of what works. United Way's Red Book was cited as an example.
- A list of resources that FBOs/HOWs can offer the County would be helpful; the resource list needs to be a collaborative structure with good information on both sides.



Demographic data, ancillary services, and single point-of-contact in the County. Between 51% and 54% supported the need for demographic data and maps that identify community needs and assets/resources (54%), ancillary services or support for the populations being served that FBOs/HOWs cannot provide (e.g., transportation vouchers) (54%), and a single County FBO/HOW contact/advocate for underserved populations and who listens to FBO/HOW ideas about to collaborate (51%).

Training and technical assistance. Survey respondents were also interested in training (44%) and technical assistance in administrative and financial services in handling County contract elements (36%). The next section elaborates further on specific training suggestions.

Non-Financial Assistance Priorities	Percent	Number
An up-to-date website of local events, services offered, resources available, etc.	75.4%	230
Clearinghouse of information about services and resources needed and offered by FBOs/HOWs, CBOs, and the County, and what works	73.4%	224
Demographic data and maps that identify community needs and assets/resources	54.4%	166
Ancillary services or support for the populations being served that we cannot provide (e.g., transportation vouchers)	53.4%	163
A single County FBO/HOW contact/advocate for underserved populations and who listens to our ideas about how we can collaborate	51.2%	156
Training (elaborated further in the next question)	43.9%	134
Technical assistance in administrative and financial services in handling County contract elements	35.7%	109
Other	6.2%	19
Number of Survey Respondents		305

The “other” written comments pertained to:

Communications and Information Sharing

- *Frequent communication*
- *A help line to direct persons to the right resource*
- *A team of faith-based individuals that work as facilitators to help share information between FBOs/HOWs and the County*
- *Networking opportunities with FBOs/HOWs, CBOs, and other organizations*
- *Translation to the most popular languages, such as Spanish, Mandarin, or Korean*

Funding and Training

- *Grant-writing training*



- *Supporting an independent FBO-collaborative group with funds to manage and disburse at the local level to respond to emergency community needs and invest in other emerging or established FBO/CBO identified needs*
- *Valuing local talents and funding it*

Access to Services

- *Services on weekends. Help should be available 24/7. We have nowhere to refer people to on Saturdays or Sundays, especially for housing and food assistance.*
- *Street level outreach of workers , social workers, and first responders*

Space Availability

- *Use of empty County facilities for daily, short-term, long-term outreach activities for little to no money; space to joyfully provide community service*

Public Policy

- *Policies and guidelines pertaining to church/state separation*

Other comments involved the need for ethnic cultural awareness and actionable gap analysis. Another raised concern was that “...support is fungible. Non-monetary support frees up resources for other projects that the County should not be subsidizing.” Another wrote: “The best kind of support would be for the county to completely get out of our business and lives.”

Training Needs

When asked what training(s) would be most helpful for their FBOs/HOWs that the County or some other entity might provide, individuals responded to one or more options.

Making County connections. More than one-half desired training regarding County programs and services offered (66%) and how to make connections or refer individuals who are traumatized or in crisis facing traumatic events to someone qualified to help them (57%).

Pursuit of funding. Approximately one-half wanted to know how to pursue funding opportunities: philanthropy grants (54%) and County contracts (46%), including responding to requests for proposals and grant-writing (37%) or learning about County contract administration and accounting (24%).

Skill-building to serve local community needs. More than one-half of the respondents wanted to know how to conduct an assessment and gap analysis of what FBOs/HOWs can do to address local needs (53%). Between 42% and 44% identified training needs for:

- Skill-building to work more effectively with populations with special needs (44%)
- Capacity building to do more with what we have (42%)
- Methods to measure success (26%)



Training Desired	Percent	Number
County programs and services offered	65.7%	199
How to make a connection or refer individuals who are traumatized or in crisis facing traumatic events to someone qualified to help them	57.4%	174
How to pursue philanthropy grants	54.1%	164
Assessment and gap analysis of what FBOs/HOWs can do to address local needs	52.8%	160
How to pursue County contracts	46.2%	140
Skill-building to more effective work with populations with special needs	44.2%	134
Capacity building to do more with what we have	41.9%	127
Responding to Requests for Proposals (RFPs) and grant-writing	36.6%	111
Methods to measure success	26.1%	79
County contract administration and accounting	24.1%	73
Other	5.9%	18
Number of Survey Respondents		303

Individuals who provided “other” written comments were interested in training involving:

Best Practices in Helping Individuals in Need

- *Best practices for combating poverty and trauma-informed care. FBOs/HOWs often repeat political talking points without knowing what social-work professionals know.*
- *Various trauma interventions*
- *Moving people from need to fulfilled need*

Training

- *Train and certify faith leaders with a "County Community-Based Development" certification to identify them as trained to work with the County*
- *Empathy training*
- *Proper assessment and dealing with situations that are within our community*
- *Gardening skills, which can be used in open spaces that are awkward and otherwise unusable and would produce food for families in need*
- *How to refer individuals from government agencies to nonprofit organizations or CBOs smoothly*

Grants

- *How to effectively collaborate and request, respond, and manage grants received.*
- *Identify FBOs/HOWs and CBOs with experience to consult with other FBOs/HOWs to build capacity and seek and manage both grant and donation funding inside and outside the County.*

C.5 – Changes That Would Make a Difference

In total, 151 individuals provided written comments to the question: “If you could make one change that would have a measurable difference in your efforts in serving the underserved, what would it be?”

Strategies and Priorities, Based on Community Needs

- *Defined responsibility for a targeted area of need*
- *A list of prioritized issues with sub-elements that plague this community; then set targets and goals and define who to address them*
- *Better coordination between all County departments, FBOs/HOWs, and CBOs so they can work better together*
- *Requires a point person/committee to study and strategize a plan that enhances all the efforts.*

Housing and Individuals Struggling with Homelessness

- *Access to affordable housing for families*
- *Having direct access to housing providers and beds for emergency housing*
- *Have more available housing options and encourage self-sufficiency for all*
- *Change the way lenders approve families to buy homes*
- *Improve flexibility in handling the myriad of issues driving the homeless problem*
- *Let the police be firm with homeless. They are so afraid to deal with them because of the climate that it is getting worse and worse. We called the police at our church in LA because a homeless person was busting everyone's car windows out. The police were annoyed we called because it was not life or death. This situation just encourages more insane behavior, and it gets worse and worse.*
- *Lower the rent.*
- *More housing opportunities. There are long waiting lists for young adults 25+.*
- *Nehemiah ProjectLA has been serving the homeless transitional age youth (TAY) community for over ten years and could have a measurable difference by providing financial incentives to homeowners and apartment owners to provide rooms at a discounted rate.*

Better Use of Real Estate

FBO/HOW Real Estate

- *Accessing funding is needed to make our property (2-1/2 acres) more accessible to the needs of our community.*
- *FBOs/HOWs have space to serve the homeless in need if loans were available*



- *We are currently an unhoused church (Los Angeles First United Methodist Church). We own our land but have no buildings. Our land is a surface parking lot which generates enough money for us to operate out of tents on Sunday mornings. We provide hot meals to our unhoused and food insecure neighbors before worship. Located at Flower and Olympic in South Park (DTLA), our land is valuable. We have been in the process of trying to develop our land into permanent supportive housing and low-income affordable housing for four years, but the escalating costs and bureaucratic red tape have broken the pro forma and made it impossible to move forward. We need help navigating the economic and political challenges to offer some part of the solution to the County's housing crisis.*
- *Expand our location to include housing for the homeless and classrooms to provide training to help community members to either get started working or get back to work*
- *Nehemiah ProjectLA's existing scalable strategy is partnering with home and apartment owners to house homeless TAY while we provide needed mental health, job skill training, mentorship and coaching, working alongside of them to live on their own, remaining part of the Nehemiah Forever Family Community – just like we do for our own children.*

County Real Estate

- *Allow FBOs/HOWs to upgrade and develop empty spaces/buildings to house, train, and keep accountability of people in need while providing basic life training and setting boundaries, while becoming self-sufficient and productive members of society*
- *A community health clinic that would operate more like a doctor's office than an emergency room*
- *Find free or low-cost office space within the County, CBOs, and FBOs/HOWs to reach more people in need*
- *Establish a training venue that also serves food to those in need and teaches them usable skills. Lots of huge empty buildings in the Antelope Valley.*
- *Establish community help centers with a variety of resource referrals. A good location, for instance, would be the metro train stations. Wherever people panhandle, have a community help center. FBOs/HOWs can help with this. Like an ATM in every store, a community help center in every church.*
- *Have a single location that can house multiple organizations (County agencies, FBOs/HOWs, CBOs) to provide services*

Access to Information and Knowledge-Sharing

County Liaisons and Contact Persons

- *Having a designated liaison per County department whom a FBO/HOW could contact for information to help those individuals we serve, including capacity development opportunities and ways to be more effective in delivering our services to others (e.g., areas of possible collaboration)*
- *Having a point of contact and connection with the County that can help us navigate information and resources and partner with on a regular basis*



- *We need one contact person per region or city that can provide us with resources*
- *One dedicated person with the power to get us answers and make action happen at the County level.*
- *One person to coordinate each inquiry*
- *Referrals and resources so FBOs/HOWs can provide same day help to community people in crisis*
- *Have more information on programs and access to those in charge to get one-on-one answers*
- *County representatives to connect FBOs/HOWs with available funding and other resources*
- *Help with coordination between groups with similar intent to maximize and focus help efforts*
- *An organization or person with the answers to questions posed by underserved members of the community regarding resources and aid to move out of poverty and homelessness*

Access to Information

- *That 2-1-1 has up-to-date information on local services for the underserved in our area. We get diverse cries for help and are often unable to give them other information than "dial 2-1-1" only to be met with "I already called them, and they don't have anything."*
- *A direct hotline to get information when and as needed to help the underserved*
- *An eldercare hotline*
- *Clearinghouse or a 24/7 helpline that can be provided to visitors in need*
- *More centralization of communication and relevant data made available by/from the County, and less bureaucracy within the County governmental system*
- *Partner with a Spanish speaking ministry/organization*
- *More information about resources for people*
- *More information about County services offered and how to receive them so we can help the people who come to us looking for help*
- *Greater promotion of the services we offer so more community members know to come to us for their needs*
- *A list of resources or contacts that help those in need. I was trying to place a homeless man during the COVID crisis. I kept reading about all these available motel rooms, but I couldn't find any help for him. No one knew how to connect me to the right organization.*
- *A County website, which is a list of services of aid (free medical, food, housing, transportation) available for the community and that is updated daily*
- *Better communication between County programs and FBOs/HOWs and CBOs*
- *Allow for more family-oriented events to disseminate relevant information*

Knowledge-Sharing

- *A real understanding of which services are currently available and can actually help someone in crisis*
- *Information about what other FBOs/HOWs are doing and how we can collaborate when our faith traditions' leadership remain in silos*



- *Measurable statistics regarding the underserved population in our area so that we as FBOs/HOWs can better serve the underserved population near our churches*
- *Our program is in the high 90 percentage rate of success; has higher success rates for men and women than any other living programs out there because we understand and are very skilled in working with individuals*
- *More collaboration and creation of projects that have a higher chance of working*

Training for FBOs/HOWs

- *For FBOs/HOWs to be successful, whether organized churches or nonprofit CBOs, most need organizational and management training to be successful long term. They have the heart and often untapped capacity for greater community impact if they are properly supported in this proposed new Los Angeles County collaboration/partnership.*
- *Have more trainings and access for more information*
- *Having better training on how to assist those in need*
- *Training on becoming an effective, high-functioning organization, including board training, so they know how to oversee the work being done by FBOs/HOWs and other CBOs.*

Training for County Staff

- *More education of County staff in the diversity and functionality of FBOs/HOWs. DMH once invited a presenter who was part of a cult to lead a family support workshop aimed at clinicians and faith leaders/*
- *County staff need more training if FBOs/HOWs are going to be partners*
- *Training in Church/State working relationships*

Access to Funding and Resources

Funding

- *Establishing a process or system to authenticate the fiscal integrity and credibility of FBOs/HOWs for the purpose of establishing and building trust within the local community from a non-biased and trusted source.*
- *Implementation of exclusive and specific language in policy where our underserved communities can receive targeted funds*
- *It all goes back to funding. And I wish that weren't true, but it is. We are offering housing for people post-incarceration and employment training but there are no grants from the State or County that I am aware of that we can apply for simply because we are Faith based. And we desperately need funding to help us move forward in our programs. We want to house more people, and provide more employment, training, and opportunities. We have plans to open 10 houses that would also offer employment training, but we don't have the funding to do that.*
- *Knowing what funding is available and how to apply for it*
- *More financial resources to feed the homeless and fund our pregnancy help centers*
- *More flexibility in support so that elements of general operating costs can get covered as well as program specifics based on government contracts.*



- *More opportunities for smaller FBOs/HOWs to receive funding*
- *More funds for mental health*
- *As a small FBO, we need access and support to receive funding for start-up and operational cost*
- *Assistance both nonfinancial and financial to go to the organizations that are actual boots on the ground*
- *Being able to tap into more resources and funding*
- *Better and more consistent funding opportunities*
- *Be clearer regarding who to talk to in the County and training on how to access and administer grants to our community*
- *Fund CBOs, not HOWs*
- *Funding for smaller projects that go toward actually serving the community, not supporting large overhead or administrative costs*
- *Funding to sustain our efforts and create generational wealth for future community members*
- *The County needs to provide additional insurance when services are being provided*

Resources

- *Access to resources*
- *Better and more timely communication from local administration about resources to FBOs/HOWs*
- *Better coordination of needs to resources with transparency*
- *County to provide resources to help FBOs/HOWs minister to the needs of the "undeserved" population in the community.*
- *Effective access to County resources so we can in turn promptly abundantly distribute them*
- *If we had the finances ourselves or a partnership to share the finances with, we would hire a neighborhood services coordinator.*
- *More resources reaching those being served rather than supporting bureaucracy*

Volunteers

- *Visit the FBOs/HOWs and see what we are already doing effectively. We are focused on volunteerism, which produces better results with less resources.*
- *Few service providers can meet their mission without volunteer help. Almost none know how to expand their numbers other than listing opportunities on passive databases. A service provider/nonprofit that engages and recruits volunteers and general citizen support is essential when dealing with intractable problems*
- *Support our efforts with access to fingerprinting services for prospective volunteers*
- *The essential need for volunteer and community support to meet the mission*



Services

- *Trauma-informed care as a basis for all services.*

Mental Health Services

- *Include mental health private practice providers to provide services for FBOs/HOWs*
- *More services for those afflicted with mental health problems*
- *Reopen mental hospitals*
- *Increase non-police resources to serve people who are homeless or dealing with mental illness*
- *Significant increase in the number of Supportive Service Outreach and Psychiatric Mobilization Response Teams*

Food Insecurity

- *Assistance in establishing a food certified kitchen*
- *Be part of a local system that distributes food from food pantries*

Understanding Communities and Individuals in Need

Community Needs

- *Hire a staff person to work intimately with the underserved in the community*
- *Easy access to understanding and addressing the needs of certain groups without playing politics*
- *Encourage more real-life experienced positions for community service and enhancement*
- *Building throughout the county in the area needed, and not running programs from one building 20-plus miles away*

Vulnerable Population Needs

- *Communities will support their families preventing the children from entering the child welfare system or reunifying them with community supports to prevent re-entry*
- *Serving the undocumented with more services*
- *More programs for individuals with developmental needs*
- *Focus on meeting the need of individuals as a priority*
- *Hire more field staff to identify homeless TAY and build workable relationships with existing property owners who would provide housing up to 2-3 years as we support these vulnerable young people to acquire needed jobs, education and life skills to succeed in life*
- *More help from the County, State, or local city governments, allowing them to target underserved individuals and appropriately partner with FBOs/HOWs in the area*
- *More focus on K-12 and tertiary education*
- *Increased Asian-Pacific ethnic and cultural awareness*



Collaboration, Trust, and Caring Human Connections

Building Trust and Collaboration

- *County involving FOBs working directly with those in need to solicit FBO/HOW for input before making decisions on needs, requirements, and implementation*
- *Building trust with the underserved*
- *Gather small FBOs/HOWs from a specific area to meet, share, and think together*

Partnership

- *All of the components of the delegates and dignitaries are in the same meeting at the same time with the actual work, not the organizations that are large and send the small ones out to do the work. But allow the small FBOs/HOWs, CBOs, and nonprofit organizations to be in the room at the table and run point. Then each department be it County, State, or Federal can take the part within their spectrum and we run together.*
- *A partnership with ChurchesCare/Gloo availability in all FBOs/HOWs in Los Angeles County to identify needs so FBOs/HOWs can address those needs*
- *Partnership between other FBOs/HOWs, CBOs and local city/County government*
- *Public and private partnership collaboration vehicle incentives*
- *How can small FBOs/HOWs (under 100 members) be part of a County partnership?*

County Government

Service Orientation

- *Become more service oriented and transparent*
- *Compassionate professionals to refer people who need help*
- *A more friendly and welcoming face that will allow anyone to feel more cared for*
- *Merge Public Health, Mental Health, and Health Services for more integrated services*
- *Easier access to programs/resources*
- *Having County departments more responsive to our requests for assistance*

Processes

- *...getting rid of all the red tape...for example, we are ready to develop an affordable housing project today, however, the city is just playing games. At the same time, we have almost 70,000 unhoused individuals and city officials claim they want to make a difference and build. When this happens, the beloved community suffers, not the non-profit organization or the developers.*
- *Cut out red tape and target directly the people who need help. Provide resources directly to the churches. Have a person designated solely to work with the churches or even better hire a church member to work with the County.*
- *Create organizational processes that would level the playing field for access to funds and resources.*



- *Scale back some of the regulations that keep us doing what we want to do in a shorter period of time*
- *Stop growing the bureaucracy*
- *Start providing more funding to non-profits who are doing the work but are not getting the money they need to do it*

County Staffing

- *More social workers who are available*
- *Decreased caseloads for County workers*
- *There is less turnover for those who work in social services. They work so hard and are so overwhelmed.*
- *It's hard to maintain regular connections with decision-makers.*
- *If at all possible, increase County staff to handle the endless needs for information, valid direction, that produce an actual meeting of the needs*

County Policies Regarding Church and State

- *Educate FBOs/HOWs that working hand-in-hand with the County does not mean denying one's religious beliefs*

Summary

As two survey respondents noted:

“Let this not be only a survey, but let's get the ball rolling to lift our community up to a higher level. Our church has turned away far too many families and homeless individuals in need of housing because we didn't have the resources needed to assist them. Our communities shouldn't be suffering for housing and hunger.”

“I applaud the County Supervisors for embracing the faith community to partner with them to solve some of the greatest human crisis we face. It is only done if every sector of society is involved, including the faith community.”

Part D:

Supervisor Barger's Faith Leadership Input





Part D: Supervisor Barger’s Faith Leadership Input

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Part D.I – First Faith Leadership Breakfast

Supervisor Barger held the first Faith Leadership Breakfasts at the California Endowment Center to solicit input at the start and conclusions of the listening process on November 8, 2022. FosterAll handled the logistics, facilitation, and transcriptions of the breakfast meeting.

Participants

The following individuals were invited or attended the first Faith Leadership Breakfast:

	Invitee	Faith Entity	Denomination
1	Reverend Troy Vaughn	Inglewood Community Church and CEO of LA Mission	Assemblies of God
2	Mr. Randolph Dobbs	Los Angeles Bah'ai Center	Bah'ai
3	The Right Reverend Alexei Smith	Interreligious and Ecumenical Officer, Roman Catholic Archdiocese of LA	Catholic
4	Dr. Matthew Harris, Executive Director	Project IMPACT	Christian Church Disciples of Christ
5	Larry Eastland, Chairman and President	Church of Jesus Christ of Latter-Day Saints, The John A. Widtsoe Foundation	Latter Day Saints
6	Tom Hughes, Co-Lead Pastor	Christian Assembly	Foursquare
7	Swami Medhananda	Monk, Vedanta Society Los Angeles	Hinduism
8	Rabbi Sarah Hronsky	President of the Board of Rabbis, Temple Beth Hillel	Judaism
9	Reverend Dominic Rivkin, Mission Executive	Pacific Southwest District, Lutheran Church Missouri Synod	Lutheran
10	Reverend Mark Nakagawa, District Superintendent	Cal Pac Conference United Methodist Church	Methodist
11	Reverend Greg Garman, Superintendent	Los Angeles District Church of the Nazarene	Nazarene
12	Julian Lowe, Senior Pastor	Oasis Church	Non-denominational
13	Pastor Jennifer Toledo	Expression58	Non-denominational
14	Reverend Heidi Worthen-Gamble	Mission Catalyst, Presbytery of the Pacific	Presbyterian
15	Nirinjan Singh Khalsa, Executive Director	California Sikh Council	Sikhism
16	Tyler Smith, President	First Unitarian Church of Los Angeles	Unitarian
17	Pastor Javier Nunez	Victory Outreach Van Nuys	Victory Outreach
18	Jedidiah Thurner, Executive Director	Missions.Me	Missionary
The following five faith leaders were invited but unable to attend the first breakfast:			
1	Father Vazken Movesian	Western Diocese of the Armenian Church	Armenian Apostolic
2	Pastor John-Paul Foster	Faithful Central Bible Church	Baptist



	Invitee	Faith Entity	Denomination
3	The Right Reverend John Harvey Taylor, Bishop	Episcopal Diocese of Los Angeles	Episcopal
4	Father John S. Bakas, Dean	St. Sophia Greek Orthodox Cathedral	Greek Orthodox
5	James G. Lee, Executive Vice President	Southern California Conference of Seventh-day Adventists	Seventh-day Adventist

Welcome and Introductions

Supervisor Kathryn Barger

- Townhall meetings [Listening Sessions] will begin in 2023 and Supervisor Barger will be monitoring closely.
- Needs faith leaders to let her know where the County is not making the mark.
- Coordination, commitment, communication

Feisa Davenport, County of Los Angeles, Chief Executive Officer (CEO)

- Pandemic has laid bare the disparities, making us focus on the issues we knew about but did not acknowledge.
- Partnership is important because services in and of themselves are not the answer.
- Must be relational to be transformational.
- Faith communities are the eyes and ears of the community.
- County needs to be better at taking direction. Expert at manipulating income streams, but not on how to navigate programs.
- This is an opportunity to be more calibrated and coordinated on how to combine efforts.
- Look at these convenings as a partnership rather than a project, which has a beginning and an end. Wants this partnership to be unremarkable in that it functions well and is institutionalized in the DNA of the County.

Lou Moore, Executive Director of FosterAll, Moderator

- FosterAll's involvement stems from recruitment of foster parents in faith communities.
- Momentous occasion. As Pastor Julian Lowe of the Oasis remarked, "This will change the landscape of Los Angeles County forever."
- Want to share the impact of the faith communities work

Discussion

Question 1: What are the challenges you and your faith communities face with your community programs and outreach as a result of the County?

Reverend Mark Nakagawa, Methodist

The permitting process has been a stumbling block, even more than funding.

Supervisor Barger

Appreciated the feedback and remarked she wouldn't have thought that would be the case.

Troy Vaughn, Assemblies of God

Would like better communication and clarity on how to partner with the County in regard to the contracting process. It is even unclear which department to go to with questions and the process can often involve multiple departments with different contracting processes.



[Javier Nunez, Victory Outreach/Commissioner with the City Safety Division](#)

Would love to have a clergy workshop on the permitting process. Has to be an easier way for those that don't have the resources to hire a consultant.

[Matt Harris, Christian Church Disciples of Christ, Project Impact](#)

Two critical things: Capacity building and learning how to navigate the huge system.

It is unclear how to engage the system to get the results. Encouraged Sup. Barger to continue the Incubation Academy w/DMH for small to medium orgs. It has provided the ability to respond to the very real needs of the community. Hopes the Academy can expand to the faith-based community. It will help develop capacity to understand how to navigate the system. The result has been the ability to become a legal entity, which is an extensive process that requires guidance from the inside. Hopes it can remain funded and expand funding and be made available to faith-based partners.

[Rev. Heidi Worthen-Gamble, Presbyterian](#)

Would like a strategy team or relationship with someone to call when there is an emerging need. Gave example of people at the border.

[Julian Lowe, Oasis Church \(Non-denominational\)](#)

First, thank you to the Supervisors for even asking the questions. In regard to the evangelical church, trust was fractured when the message went out that the church wasn't essential during covid. Before we become transactional, we have to end the perception of the cold war between the church and the democratic office. Churches that obeyed guidelines took hits to their finances and those that rebelled are thriving. This has caused jealousy amongst the churches and has fractured relationships. Wants to be able to show what great work that the County and church are doing together. Many would rather offer immediate help with less money than go through an arduous, lengthy process to secure more money. If there were funds and resources, what would be the specific process to apply? It is impossible to help people on a mass scale without hurting people on a small scale. There was no one to call to ask questions during the pandemic. Communication must be propped up. He was unaware that a Motion was passed until this breakfast was planned. Is looking forward to going back to his communities and dispelling the narrative they are believing about the County. It will allow healing between government, church and state.

[Supervisor Barger](#)

This is not about the County telling the faith communities what to do, but for the faith communities telling the County what to do. The takeaway from this process would be a commitment to coordinate, collaborate, and build a foundation to restore trust, but more importantly to help the people in our communities.

[Troy Vaughn, Assemblies of God](#)

A large part of the fracture is communication. Many in the system do not know that faith communities can be called upon for resources. But when working with the government, the faith communities need to know there is a reporting obligation as well. Faith communities have properties, resources that we can bring to the table to solve the problems. The faith communities need to know how to utilize the coordinated entry system, which was developed to prioritize the individuals that are the most vulnerable. Often when these most vulnerable people return home, they go to the church, but the church is left uniformed and un-resourced. It's not that the resources do not exist to help these people. It's just that the church does not know how to access the system.

[Lou Moore, FosterAll](#)

Many departments have coordinated with their faith leaders and hold monthly meetings; however, the faith leaders can't attend all the meetings.



Question 2: What do you envision to be the best entity for the County/faith partnership, i.e., one that lives within the County structure or one that is separate from the County and has a relationship or a hybrid?

[Lou Moore, FosterAll:](#)

Possible options are:

- A Commission would be within the County which has rules and regulations to operate.
- A Hybrid is with the County but gets some funding

[Dr. Matt Harris, Christian Church Disciples of Christ](#)

It needs to be a hybrid for the exchange of information. A hybrid which understands the system but builds bridges into the community.

[Troy Vaughn, Assemblies of God](#)

Needs to be an information and funding source that is adaptable to the faith community. Needs to be an educational process as well to help to figure out legal barriers. We live in a litigious world and often the individual we are serving knows the system better than the community trying to serve them. The faith community needs help to develop a support network that augments the existing system.

[Randolph Dobbs, Bah'ai Center](#)

More meetings like this would be helpful. Races are not integrated in a valuable way by choice or circumstance, and this is a way to make that happen.

[Swami Medhananda, Hinduism](#)

Would suggest a hybrid. He has been a Human Relations Commissioner for 20 years and has seen a lot of changes. A community-based structure is more viable. From experience, when administrations change, funding changes. To make something indelible, a hybrid would work best.

[Dominic Rivkin, Lutheran](#)

Logic in Family Justice Center model, which is a hybrid that brings together County services partnering with local non-profits.

[Heidi Wothén-Gamble, Presbyterian](#)

Would like to see a hybrid or an outside agency. Gave example of successful, effective coalition that was staffed. The coalition comprised some government, some non-profits, immigration attorneys and faith-based organizations.

[Lou Moore, FosterAll](#)

Have often discussed a database that would house all information on faith community programs. Would allow identification of where to go and which would allow the faith communities to network.

[Wendy Garen, Parson's Foundation](#)

Shared about the Center for Strategic Partnerships which is durable part of County government which will not go away with a change in leadership. Started by a collaboration with the County and now exists to be a bridge builder. When it is too County driven, the faith community isn't heard well, and it is too siloed.

[Tyler Smith, Unitarian](#)

Comes from a lay-led community. What is the ultimate vision with this initiative? To strengthen services that are already in operation? What could our community gain from these partnerships? We have big church problems within a small community. Would we be asking for guidance, for funding to shepherd our programs?



[Lou Moore, FosterAll](#)

Your small community would become part of the larger community. It would not be so isolated. The hope is not only for the faith community to collaborate and partner but to utilize the expertise, wisdom and funding of the County. Faith communities are the frontline, trying to accomplish in a worshipful way, and County is on the frontline trying to accomplish in an administrative way the care of your congregants.

[Jedidiah Thurner, Missions.me](#)

If it is just County-led, there would be trust issues, so hybrid model would be best. Would also need the private sector in the conversation. Needs guiding principles with some shared values, vision. Guiding principles allow it to be inclusive. Whatever we have done in the name of good or God has been done in the name of division. This group represents an unconnected, unempowered energy grid. What are the four or five best sustainable initiatives to solve the problem of social welfare? One common platform is needed for all data. He has teams that could build the platforms for one city-data.

When providing a service, think about net transformations. Did that service transform your life? Are you likely to promote that service to someone else? When a faith community is providing the same service as a nonprofit with no faith, individuals are 40% more likely to find that service transformational. One is more relational, the other transactional.

[Jennifer Toledo, Expression 58 \(Non-denominational\)](#)

Lean toward separate w/ major hybrid component. It will take trust building. It cannot be the County setting it up. The faith community must decide who represents it in the partnership.

[Swami Medhananda, Hinduism](#)

It will take a work group. All voices must be involved from the beginning to talk about structure, definition, and the mission statement. Side question: Will this group deal with hate crimes in the community?

[Lou Moore, FosterAll](#)

The question about hate crimes will be up to the group.

[Dr. Larry Eastland, Latter Day Saints \(has served four United States Presidents\)](#)

This group must come from a relational standpoint. Must come to know each other, have an understanding and an appreciation of each other, not simply be tolerant of each other differences. We do not call someone we don't know and ask them to do something. Who is the County? He wants one person to call. Wants to be empowered to succeed. We only succeed when people can become self-sufficient. Until the County can help us figure out how to make one person self-sufficient, we have not done our job.

[Reverend Alexei Smith, Catholic Archdiocese](#)

Everything is relational. The city had faith leader liaisons for a long time that faith leaders could call. Does the County have anyone like that?

[Supervisor Barger](#)

Recognizes the County needs the faith community. We are building from scratch because there was a time the County did not want to give the faith community any funding because of the separation of Church/State. Can respect the separation, but we need to work together. Going to build something inclusive, building from ground up. We are stronger together. Going to build something nimble and inclusive that is not about bureaucracy.

[Dr. Larry Eastland, Latter Day Saints](#)

Getting immediate help is non-existent, so the faith community just does it. Must create a system where we can depend on one another for what happens this afternoon, tomorrow morning. They (Latter Day Saints) are really



good at meeting immediate needs but need to know from the County who needs their immediate needs met. How can we get the info from the County so the faith community can help immediately?

[CEO Feisa Davenport](#)

Not weighing in on structure this should have. But from the office of the CEO, the challenge is to bring things to scale rather than them staying as a pilot. As the group gets formed, we must focus on the priorities so as not to get overwhelmed. Things that rise to the top are those that have done the homework, very focused.

[Pastor Tom Hughes, Foursquare](#)

Whatever gets built must be the model that will build the most trust and be sustainable. Bureaucracy is a huge problem. A database is a great idea to not reinvent the wheel. For the common good, training is needed from the city and County because of the residue of the firewall. Gave example of mentoring program that has been running for 16 years that now cannot move forward due to bureaucracy. Fighting through the bureaucracy is the greatest challenge. We need someone who will just say they will solve this problem. Metrics are the language of the government, so feedback loops prove that the idea works. Needs a trust building mechanism to make the program sustainable. It will happen through relationships. Must focus on common goals that transcend the difference in faith. Loves the idea of a database of what is working. It would allow working programs to be accelerated for the common good.

Question 3: Would you like to meet again with this group to further this discussion?

Overwhelmingly, yes. FosterAll can send out excel with participants contact information.

In Conclusion and Closing Remarks

[Lou Moore, FosterAll](#)

The motion included townhall meetings [Listening Sessions]. In January and February, by district, all faith communities will be called to come together and share as we have today. As faith leaders, we are asking you to share the notice with your denominations and faith communities. Urge them to attend. The County wants all voices, yours as major faith leaders to help shape, but wants their input as well.

[Supervisor Barger](#)

Thank you. So grateful that everyone came together and was honest. Painful to hear, but trust must be rebuilt. Your time is valuable. You are making a difference.



Part D.II – Second Faith Leadership Breakfast

Supervisor Barger held the second Faith Leadership Breakfasts at Wilshire Ebell Theater-The Ebell of Los Angeles on March 31, 2023, to solicit feedback on what was heard at the Listening Sessions. Monica Baken, Policy Deputy for Supervisor Barger presented on her behalf. FosterAll handled the logistics, facilitation, and transcriptions of the breakfast meeting.

Participants

The following individuals were attended the second Faith Leadership Breakfast:

Invitee	Faith Entity
Reverend Troy Vaughn	Inglewood Community Church and CEO of LA Mission
Mr. Randolph Dobbs	Los Angeles Bah'ai Center
Dr. Matthew Harris, Executive Director	Project IMPACT
Scott Tanner, Director of Communication, Los Angeles Region	Church of Jesus Christ of Latter-Day Saints, Los Angeles
Tom Hughes, Co-Lead Pastor	Christian Assembly
Reverend Mark Nakagawa, District Superintendent	Cal Pac Conference United Methodist Church
Rev. Michael Mata, Interim Director	Los Angeles District Church of the Nazarene
Julian Lowe, Senior Pastor	Oasis Church
Pastor Jennifer Toledo	Expression58
Nirinjan Singh Khalsa, Executive Director	California Sikh Council
Sarah Pinho, Board President	First Unitarian Church of Los Angeles
Pastor Javier Nunez	Victory Outreach Van Nuys
Bob Williams, Canon for Common Life	Episcopal Diocese of Los Angeles
Michael P. Donaldson, Senior Director	Office of Life, Justice and Peace, Archdiocese of Los Angeles
Gina Vides, Associate Director, Parish & Community Leadership	Office of Life, Justice and Peace, Archdiocese of Los Angeles
Mark Jones, Pastor of Mission, Outreach and Pastoral Care	Westwood Presbyterian Church

Others in attendance to listen were: Monica Baken, Policy Deputy, Supervisor Barger of the Los Angeles County Board of Supervisors; Julia Orozco, Acting Branch Manager, Policy Implementation and Alignment Branch, Los Angeles County Chief Executive Office (CEO); Carlos Pineda, Los Angeles County CEO; Lorena Baustista, Los Angeles County CEO; Lou Moore, FosterAll; Kathy Hernandez, FosterAll; Jennifer Hastings, FosterAll; Kelly Saenz, FosterAll; and Gayla Kraetsch Hartsough, Ph.D., KH Consulting Group (KH).



Welcome and Update

[Reverend Troy Vaughn, Assemblies of God](#)

Troy Vaughn began the meeting with an opening prayer. Each of the attendees introduced themselves.

[Monica Banken, Policy Deputy for Supervisor Barger](#)

Presented Certificates of Appreciation from Supervisor Barger to Lou Moore and Katherine Hernandez, FosterAll, for their work in organizing the Listening Sessions and the convening of faith leaders.

[Lou Moore, Executive Director, FosterAll](#)

Recap of original breakfast meeting. Those in this room represent a number of faith communities. The Listening Sessions were spread across the County and the large and very small faith communities participated. Lou shared her experience and background and the impact of working together.

[Gayla Kraetsch Hartsough, President, KH Consulting Group](#)

Provided an update on participation rates at the Listening Sessions and the launch of the online survey, built on the input from the Listening Session, to solicit quantitative information. Urged everyone to complete the survey and share it with other faith-based organizations and networks. The deadline was set for April 7.

[Carlos Pineda, County of Los Angeles, Chief Executive Office](#)

Described the format for listening sessions and provided a recap explaining that whatever structure is put in place, it must be inclusive of all faiths, have clarity of purpose, and be sustainable beyond any Board of Supervisors. The Board Report will be submitted to the Board of Supervisors in mid-May 2023.





Discussion

The attendees explored three questions:

- Separate faith entity versus county faith entity or combination
- Who will lead the entity
- Definition of a faith-based community

[Lou Moore, Executive Director of FosterAll, Moderator](#)

Some cities have coalitions that encompass faith communities along with other CBOs, including police, schools, etc. Other communities don't have any coalition but would like one. There are some coalitions organized by faith. Now that we know there is a real cry locally, how do we make the structure effective, streamlined? Is it part of the County? Should it be totally separate from the County, or should there be a hybrid structure? Is it possible to get funding if you are with the County? Foundations are interested in the outcomes, and they want to help. Sherry then opened it up for discussion and comments.

[Nirinjan Singh Khalsa, Executive Director, California Sikh Council](#)

Hybrid is the best structure. Currently, the Supervisors are interested in doing this, but in five years the Supervisor structure may change, and this would all be squeezed out if they consider it non-important. Therefore, there should be a direct connection to the County, but it should be structured as an outside organization. The life blood of this council will be the people in this room, so it's very important that they can function and agree on things without bureaucracies.

[Bob Williams, Canon for Common Life, Episcopal Diocese of Los Angeles](#)

There should be an overarching structure and then divide it by Supervisorial District, so you have competition. Then the Supervisors will take it personally as part of their mission.

[Julian Lowe, Oasis Church \(Non-denominational\)](#)

I understand the challenge of bureaucracy because we have experienced it, but once this becomes a non-profit, everyone in the room already has a non-profit to focus their attention on. We want to overcome the multi-decade challenge of how the County and faith community can effectively work together. Personally, with us in the room, if we could pull it off, we would make history. We need to do the groundwork and figure it out. It doesn't make sense to start another non-profit.

[Javier Nunez, Victory Outreach](#)

Both sides have valid points. How can we keep this going in the County of Los Angeles regardless of Supervisorial or mayoral changes? There are a lot of resources here that the County and city can use. How can we make sure this doesn't dissolve? Denominational differences aside, we have to work together as human beings.

[Troy Vaughn, Inglewood Community Church and CEO of LA Mission](#)

I was a community representative. I had a voice but no vote. We created a network that now has 875 agencies. We elected not to become a nonprofit, so we developed a network of organizations and individuals connected to the issues with a separate entity handling the fiscal side. We only had responsibility for the program. I suggest a separate fiscal entity to manage the resources in partnership with the network. Could rotate the leadership through an election and have members of our local faiths be participants at every level to have voices coming up and across to make sure everyone is heard.

[Lou Moore](#)

How did this network relate to the County?



[Troy Vaughn](#)

Regional offices w/representatives at every table. Controlled input. Collective voice. Open website with a member portal with access to information, funding opportunities, how to connect. Used a collective body to build the network up. Interfaced with the Supervisors. Each Supervisor has an appointee from the community.

[Michael Mata, Interim Director, LA District Church of the Nazarene](#)

Personally leans toward the hybrid model, but regardless of structure, it needs to be codified somewhere in the County government to address the fluidity of leadership and have a sustainable voice.

[Will Browning, Southern Baptist Convention](#)

Are there specific objectives that the County would like the faith communities to come around? Assuming they are homelessness, hunger, trafficking, orphan care. If there is not a clear objective that a committee would be focusing on, then it's likely everyone will dissolve because their interest won't be met. But if we could establish the 5 things the County wants us to focus on and we select a leader for each objective, then each faith community can select where their interest lies. Then people can opt into the areas they are passionate about and already leveraging their resources. You have representation based on each objective. The only thing the County is doing is identifying the areas. From that point, it is entrusted to team leaders. Members have the relationships to bring about more people for those issues.

[Mark Jones, Outreach and Pastoral Care, Westwood Presbyterian](#)

Serving on the Westside Coalition has been eye-opening. It distinguishes between the offerings of all 75 agencies so no one agency is trying to do everything. In networking, you develop sustainable, productive relationships. You recognize who does what best and when the calls come in, you know who to direct them to. It is a very sustainable structure.

[Nirinjan Sing Khalsa, California Sikh Council](#)

Agrees with codifying aspect. Majority of churches help the underserved, but is the County also interested in dealing with hate crimes and discrimination, which the Sikh community experiences.

[Lou Moore](#)

Smaller faith communities not only mentioned the areas of interest that Will Browning did, but also topics such as real estate. So, while the County has objectives, so do the faith leaders.

[Matt Harris, Project Impact](#)

We opened up with a very dangerous question: how can we help? Recommend that we continue on with listening sessions. Don't want to prematurely assign a structure in desperation without listening to the hurts and needs of our communities. Then wrap the structure around them. Allows us to listen to each other. In this room are tremendous resources. Would like the listening session documents to be shared so we can listen globally and act locally.

[Lou Moore](#)

Where we are at so far: We'd like something in the County, something separate but with a relationship, perhaps a 501(c)3 or a network that isn't a 501(c)3 and Matt has just added that we don't suggest any of that at this point but we convene and continue to talk, taking more time putting this together.

[Scott Tanner, Director of Communication, Church of Jesus Christ of Latter Day Saints](#)

Look at the Salvation Army model. Organized as a non-profit but coalition focused on a singular issue. Functions remarkably well. Seems to be a hybrid model that functions independent of changes in the County.



[Troy Vaughn](#)

Need more listening sessions to codify areas of priority. If funders are interested, it's important that we cluster like areas together while gathering data to be capacity focused. We have resources but they are not connected to the pipeline. We need to learn how to contract, how to partner with the government which the faith communities have not historically done. Must have education component and resources attached to that process.

[Jennifer Toledo, Pastor, Expression 58](#)

Leans toward coalition because you feel more like a member. Can set everyone up as an equal at the table, regardless of congregation size. Everyone would have equal access. As faith communities, very used to having 2 focuses at the same time: caring for our people while being outwardly missions focused. We could set up the coalition similarly with two arms: one arm is the mission, focused around focuses of the County and the internal arm where we are developing our faith communities with incubations, resources. We need to have good data, but if it is confusing you will lose people. Better to start doing a few things well to keep people at the table.

[Julian Lowe](#)

Agrees with Pastor Jen. We must have equality where everyone can get their opinions heard. Someone at the faith community has to be a bridge between the County and the other faith leaders. Even saying yes to holding a listening session resulted in a lot of work. LA County needs to resource a number of organizations to do the work. There is no faith leader in this room that has a lot of margin, so if working with the County results in a lot of work, it won't get done.

[Troy Vaughn](#)

That's why we have staff.

[Julian Lowe](#)

That automatically destroys the equality effort because the County will default to the faith communities that have the staff. Those with boots on the ground don't have the staff. Others could do the work better but don't have the staff. We need to figure out a way to give resources to the coalition. No one has time.

[Troy Vaughn](#)

My staff for the church is not the same staff that runs the network, and funding is in a separate entity.

[Bob Williams](#)

Already existing coalitions might be good resource to come alongside.

[Michael Mata](#)

There are already a lot of coalitions. How can the County engage us? What do we already have on the local level to address the issues? What capacity? How do we highlight the assets and strengths of the communities which will support a codifying effort?

[Lou Moore](#)

What do you consider a faith-based community? Asking because we had a lot of community organizations sign up that say they work with faith organizations. We have no definition for the Supervisors. Maybe we don't want to give one? Do you consider faith communities places of worship where you have a congregation or is it your non-profit that you are running? Is it every CBO that works with the faith community? Is your coalition open to everyone?



[Julian Lowe, Oasis Church \(non-denominational\)](#)

Many churches have nonprofits because the County wouldn't work with religious non-profits. We should start with the communities that were overlooked and excluded specifically because they were a religious non-profit.

[Javier Nunez](#)

You (Lou Moore) answered the question for us. You (Lou Moore) said FosterAll is not a faith-based organization, but you work with faith based organizations. Many faith communities have been assigned as a non-profit community group to be able to reach our communities. When I represent faith based, I'm representing my congregants. Don't have us open up a non-profit just to get resources to help our community.

[Tom Hughes](#)

Lots of ways to participate in civil democracy. If this is a faith motion, then it needs to be around faith. Every organization that exists has to have a definition. If there is no definition, it won't survive. For pastors leading congregations, they listen to 1000s of people. So, when the County says how will we know the needs of the community? It's my full-time job. If we are feeling a disconnect that we need to go hear from the community, we may not have the right people here. We need the people in the room that are engaging the community constantly. I was taken with Will's idea of passion points. But what is going to speak the most is what works. Passion points need to be informed with factual data. We need to listen to objective data. I'm less interested in the money the County provides. More interested in the verifiable studies being done on the best work being done in any area.

When I engage with County and city government, the people I engage with seem to be the least educated on the Constitution. I would love to see the County provide equipping and education so when faith-based organizations or the faith-based organizations are engaging on an issue, we aren't hearing we want your people, energy, time but check faith of the door. If we don't bring some sort of definition and center around facts rather than opinion, it won't work. We must have a common language. Why do we exist? What do we do? If this group is not going to help me do something I can't already do on my own, engage in information, learn facts, learn who's doing the best stuff, and help me amplify that, then don't I don't have time for it. If I can bring problems to the group and cut through the red tape to help the most marginalized be uplifted, it will be worth it.

[Nirinjan Singh Khalsa](#)

We are talking about a coalition of coalitions with hybrid connection to the County. Who's at the table? The County can't say who can be at the table. They will get lawsuits. So, this is a very important reason that this coalition of coalitions, the believers and faith communities has to have its own charter and capacity or else we'll get bogged down in other groups who are trying to get to the table and identify themselves without being after the essence of what we are trying to accomplish. The whole issue of identifying who comes to the table or who we can or want to functionally include is the biggest reason I can see that we can't be direct County structure.

[Randolph Dobbs, Los Angeles Bah'ai Center](#)

The world is falling apart and I feel like a failure. Hopes that this group can do a better job of meeting the needs of the people. I appreciate this group trying to come to a consensus.

[Mark Jones](#)

Lou made a dynamic illustration. What is the hierarchy? Who are we serving? How do we get there? We're here to serve the people at the bottom. The faith that we reflect is the belief that we do that. If you are a faith-based organization and you have the belief that you can solve the problem of homelessness, hunger and healthcare for those that don't have it, how we go about it is why we need a coalition. The pooling of the resources and the equitable distribution of them to the people that effectively meet those needs at the ground level is why we are here.



Matt Harris

How can I serve my community? How does my relationship here translate into me providing services to those I serve and connecting those services to other faith-based organizations that are providing resources? What we are looking at is forming a coalition that can provide resources for the type of work we are doing. The immediate need is to become aware of the services that are in my neighborhood that I didn't know about and how can I better connect those services to the people I serve with those resources.

Troy Vaughn

Mentioned being homeless for 7 years. When cannot presume we speak for everyone when we are speaking for our churches alone. If we hear from just a few constituencies, we are setting ourselves up for failure. We must carry diversity across the county. We need to set up representation in all communities, then have a collective brain trust to address those unique needs. I serve from the standpoint that I'm there future, they're my past. We can't serve in a myopic viewpoint of just our faith. We are talking about connecting multi-faith approaches and they deal with those issues, then bringing all those resources to bear, empowering people at the local level. The people that are most impacted often have their own solutions, but they are furthest from the resource. Containers are limited in what they can hold. Pipelines are not. We must maintain a constant dialogue with all of the people from all the communities, all the faiths. Then we bring it to the table where it is prioritized, with prayer, reasoning, judgement and funding opportunities as well. Faith is great, but we have to learn how to store the resources of the world so we can steward them.

Julian Lowe

It is a burden not to be able to bring full faith to the table. I understand the mission. Like Moses, we have to know whose name we represent. If we're representing the County, we're politicians. If we're representing the people, we're activists. If we're representing ourselves, we're in business. If we're representing God, we're faith leaders. If we can't say whose name we represent and be respectful of all the names we all say, then this is not a faith coalition. We have to know whose name we represent? We aren't allowed to say the name of Jesus or put it in a grant. So it makes me by nature have to be an activist or a politician because I have to show up in someone's name. That's the tension. I don't want to push my faith on anyone, but when I give you food, put you in a foster home, I'm representing someone. You don't have to believe that, but that person sent me here. And if we can't do that, then we are stripping the faith community which is why we only evangelize in the four walls of the church.

Tom Hughes

This feeling is common among faith leaders. We are doing all sorts of good but are not allowed to say what I believe. What's interesting is that I've worked with the County Board of Supervisors. They are aware of the medical debt we paid off in 2019. I was asked to pray at the County Board of Supervisors meeting, but I was clear about how I was going to pray. The only thing I was asked was to not disparage other people of faith, which I don't do in my own church. There is a chiasm of breakdown. When I told other leaders I was participating in this, I was told I was wasting my time. High-capacity people with high contacts that have mobilized massive things in our city told me I was wasting my time. Why do they feel like that? Because there is an implicit message that if you are a person of faith, we don't work with you. But if I disavow faith, you'll think I'm the best.

But there is a quiet whisper campaign. After all, they've passed this faith motion. So we have to change the culture that says everyone is welcome to engage on these issues except people of faith. Because the reality is anecdotally I would argue that houses of worship and people of faith are doing the most and not even using public funding. So you have groups that say we want public money used for public people. I'll do you one better. We're using private money for public people. If you want us to check our faith at the door, there are millions of dollars that won't flow into the effort. They'll just put it on the offering plate.

There's a way we can bring all of us with a mutual respect of faith. I'd rather partner with a Muslim that is going to help a poor person than a Christian that is not going to help. I want to know who is doing the best work, making



the most impact. Because that's who I'll partner with. If we are just going to meet but not translate it into hundreds of thousands of lives being changed, I've got a church to run that is changing lives.

[Troy Vaughn](#)

We must understand how to work with the County. We've demonstrated that as a faith community we can govern government contracts. The government wants to know I'm not using the funds to discriminate against anyone. I hold the government accountable for partnering with me because I am a legitimate 501(c)3. We can't come into this space with our individual bias. Stay focused on the target population.

[Nirinjan Singh Khalsa](#)

As a Sikh, I would expect Christians to come to the table because of the love of Jesus Christ and for no other reason. And there is never a reason to ever shun that, walk away from it or feel muted about it.

[Michael Mata](#)

I've never had an issue needing to deny who I am. I'm at the table because I'm invited.

[Lou Moore](#)

Supervisor Barger shared with us that the County would never have done this years ago. She is trying, as are the other Supervisors, to turn the Titanic and to bring the faith to the table officially. She is aware it was a problem, and it is her mission to make the change.

Closing Remarks

[Lou Moore](#)

Supervisor Barger shared with us that the County would never have done this years ago. She is trying, as are the other Supervisors, to turn the Titanic and to bring the faith to the table officially. She is aware it was a problem, and it is her mission to make the change.

Lou reminded attendees about the faith-based survey and its deadline. She thanked them for attending the Faith Leadership Breakfast meeting.