



November 18, 2019

To: JJCC – Community Advisory Committee

From: California Community Foundation
Liberty Hill Foundation



Re: Ready to Rise Grantees for the Public–Private Partnership

Purpose

This memo provides results from the first round of grants as part of the Ready to Rise initiative—20 initial grantees that form “Cohort 1” for the public–private partnership between the California Community Foundation (CCF), Liberty Hill Foundation (Liberty Hill), and the Los Angeles County Probation Department (Probation). This memo outlines both the grantmaking process and the capacity building program offerings that have been provided to cohort 1 grantees.

Background

Our goal is to build a system that replaces the traditional structures of punishment and incarceration with emerging best practices centered on healing, learning, and opportunity.

CCF’s primary role is to identify and disburse grants to community-based organizations; and provide programming support to strengthen youth outcomes. Liberty Hill’s primary role is to implement a plan for capacity building, which involves developing organizational core competencies, both as part of a cohort and through customized services for each organization. Together the two foundations will create opportunities for peer-to-peer learning and the development of nonprofit networks to inform ongoing collaboration and training; in addition to providing evidence-based program refinement.

By providing comprehensive grantmaking and customized capacity building to community-based organizations with a shared commitment to youth development, organizations will be better able to...

- 1. Tailor and expand services to support high-needs youth who are juvenile justice-involved or whose conditions make them vulnerable to involvement**
- 2. Integrate a comprehensive youth development framework, inclusive of multiple facets of a young person’s development, and illustrate to others how to do so**
- 3. And strengthen organizational development skills associated with self-assessment, goal-setting, leadership cultivation, financial and data management, and community engagement**

...which will result in transformed educational, personal, and professional outcomes for young people, as well as vast decreases in youth interactions with the justice system. As a cohort of organizations, grant recipients will represent a growing asset-based youth developmental system that unlocks opportunity for vulnerable young adults in L.A. County.

Cohort 1 Grantees

Following a robust grantmaking process that was designed and implemented by CCF and Liberty Hill staff, 20 organizations have been selected to form “Cohort 1.” These organizations are noted in the table that follows.

R2R Cohort 1 Organizations
Antelope Valley Partners For Health
California Youth Connection
Community Coalition
Community Development Technologies Center
Community Partners fbo Safe Place for Youth
Community Partners fbo Teens Exploring Technology
EmpowHer Institute
Girls Club of Los Angeles
InnerCity Struggle
Legacy LA Youth Development Corporation
Long Beach BLAST
Los Angeles Youth Network
Lost Angels Children's Project Inc
Pops The Club
Southern California Crossroads
The California Conference for Equality and Justice
Tia Chucha's Centro Cultural
Centro Community Hispanic Association Inc.
Coalition for Engaged Education
Flintridge Center
Average Grant Size: \$129,500

Grantmaking Process

As noted, Cohort 1 grantees were identified through a robust process, described below.

Guiding Principles:

- Prioritize organizations that are not current and/or lead grantees of the Probation Department.
- The cohort should represent the diverse communities of LA, but may over-represent/oversample geographies, populations, and/or intervention models of particular interest as defined by the following:
 - **Geographic** – our goal is to have a spread throughout the county. Measured by organization location and service provider area. We also considered areas where high needs youth have been identified and gaps in services may be present.
 - **Program Engagement** – the type of service(s) the organization provides (i.e., Academics, Arts, Career Services, Organizing, Gang Intervention, Health Services, Mentorship, Sports/Recreation, etc.)
 - **Organizational Capacity** – the number of years in operation, size of annual budget, and/or number of staff. We also considered the capacity building readiness of each organization.
 - **Target Population Served** – defined by ethnicity and circumstances of youth (i.e. Justice-involved, Foster youth, Homeless, Low-income, LGBTQ, etc.)

Process Highlights:

- Request for Proposals (RFP) were issued on March 18th, as designed by CCF with input from Liberty Hill partners. CCF and Liberty Hill staff held two online webinars to assist community organizations in accessing and completing the application.
- CCF received 171 applicants by the April 30th deadline, totaling more than \$19 million in funding requests. Ten applicants were deemed ineligible and were not considered as they do not have at least one full-time, paid staff member, as noted in the funding guidelines.
- The 161 eligible applicants were reviewed by an independent review committee comprised of 24 members, including staff from CCF, Liberty Hill, and five community members. Each application was reviewed by three committee members. Committee members then met to discuss the applicants and recommend candidates to move forward, based on a standardized review rubric. In total, the review committee recommended 47 organizations from this exercise.
- Based on the recommendations of the application review committee, and with a target of a geographically diverse cohort and the inclusion of smaller, more “emerging organizations,” CCF staff recommended 35 organizations for site visits, pulling from the list of 47 and other promising candidates, as uplifted by the work of the independent review committee.
- In 12 days, 21 committee members completed all 35 site visits. Site visit pairs then submitted to CCF their documentation of observations and suggested recommendations.
- The Nonprofit Finance Fund, as contracted by CCF, completed a financial analysis of the submitted documents of the 35 organizations invited to the site visits. Individual financial profiles and a summary of the cohort of 35 were provided to CCF and shared with Liberty Hill to inform grantmaking decisions and to incorporate findings into individualized capacity building plans for “Cohort 1” grantees.
- On June 10th, CCF and Liberty Hill staff and leadership members met to review all available information, including the recommendations following site visits and the financial summaries, to produce a recommended list of 20 grantees to form “Cohort 1.”

Capacity Building Program Description and Update:

All grantees of the Ready to Rise, have committed to participate in a capacity building program focused specifically on developing core organizational competencies, both as part of a cohort and through customized services for each organization. This capacity-building program has been designed and led by the Liberty Hill Foundation, with input from CCF, and has been directly implemented by selected consultants, Destiny Coaching and Consulting group and Imoyase Community Support Services.

For the purpose of this partnership, capacity building is defined as the funding and technical assistance that helps nonprofits increase the specific capacities needed to deliver stronger programs, take risks, form community and peer connections, build internal leadership, create and maintain healthy organizational structures, innovate and iterate. This partnership recognizes that a key strategy for achieving equitable outcomes in communities is to invest in the talent and leadership capacity of its community partners.

Capacity building objectives for Ready to Rise:

1. Grantee organizations increase their organizational awareness and capacity to provide high quality direct service interventions for youth and fulfill their organizational missions
2. Peer-to-peer learning is fostered through participation in a shared community of aligned providers that may inform greater, ongoing collaboration.
3. Community based youth development providers are positioned, over the long-term, to apply for Los Angeles County resources without intermediary support, opening access to sustained, multi-year funding streams

The four primary components of the capacity building program for Cohort 1 grantees include:

1. Organizational Assessment—A collaborative process between grantees and capacity building staff to learn about organizational strengths, needs, gaps, and areas for growth, and track success gained throughout the program. Individual coaching is provided to interpret the results of the assessments.
2. Individualized Capacity Building Plans—Members from various levels of the grantee organizations work with an assigned capacity building coach to develop a capacity building strategy. The plan outlines the primary focus of the first year of capacity building activities, the goals associated with that focus, and identifies the support needed to achieve specified goals.
3. Individualized Coaching Sessions—20 hours of customized and responsive coaching and/or consulting for each organization to implement their capacity building plan. Organizations work with their coach to direct this process and select their consultants.
4. Cohort-based Convenings—Members from various levels of the grantee organizations attend a cohort launch convening and up to four training convenings during the course of the grant cycle to focus on the development of core organizational competencies.

Ready to Rise Grantee Engagements

On August 29, 2019, the launch convening of the Ready to Rise initiative took place over a three-hour convening, facilitated by Destiny Coaching and Consulting. Grantee partners were re-introduced to the purpose of the program and its offerings, met with consultant partners and fellow grantees, and heard from the foundation and county entities leading the initiative.

Throughout the month of October 2019, all 20 grantee organizations received a site visit from both consultant partners and completed a comprehensive assessment process that focused on the evaluation, financial management, and organizational culture practices within the organization. The process identified areas of strength and development. Each organization also completed a customized plan outlining their goals and objectives for providing youth services/activities; long-term outcomes, and capacity building, which will inform future coaching and consulting support.

On November 7-8, 2019 the first cohort-based training took place, integrating feedback received from evaluations following the launch convening. The training highlighted skill-building workshops from the Nonprofit Finance Fund and Imoyase Community Services to enhance capacity around financial management and data and evaluation. Organizations led small groups and working sessions where they were able to share their knowledge and expertise with each other.

In February 2020, grantees will once again convene for a cohort based training and continue to work with coaches and consultants to meet their annual goals and mission specific objectives. Evaluation is embedded throughout this process, tracking grantees outcomes, successes achieved within the convenings and trainings, and continuing to adjust curriculum according to grantee feedback.

Additional Grantees (Cohorts #2 and #3)

Beyond the 20 grantees presented in this memo, we will identify approximately 25 to 30 additional grantees (likely two additional cohorts of 10-15 grantees each) to receive additional funds and capacity building programming. These grantees will be selected from the remaining pool of 141 eligible applicants. Additional steps will be taken to ensure the pool is representative of the goals of the project and the high need population we are serving, if needed.

Cohort 2

The priority of Cohort 2 is to provide project-based funding to organizations with proven programmatic success and more mature organizational capacities and structures, so that they can further increase effectiveness and reach more youth. These organizations likely have annual budgets of more than \$1 million. The focus of capacity building support, will be to invest in their organizational competencies to enhance their sustainability and community impact.

Cohort 3

The priority of Cohort 3 is to provide growth funding to smaller and/or emergent organizations who have been identified to have the opportunity to grow and have annual budgets of \$1 million or less. The focus of capacity building will be to invest in their organizational core competencies to enhance their sustainability and expand the youth development universe and safety net in the Los Angeles County community.

Conclusion

CCF and Liberty Hill have developed a model that invests in both the programmatic and organizational success of community-based organizations serving our community's high-needs youth, to ensure that the outcomes, successes, and lessons learned are captured through a data-informed and robust evaluation process. We are confident the grantees of Ready to Rise Cohort 1 represent a dynamic and innovative group of organizations poised to move forward the collective vision of Probation, Liberty Hill and CCF.

The additional information presented in the attachments highlight the diversity and reach of the applicant pool and the Cohort 1 grantees. We look forward to the utilization of remaining contract funds to build Cohorts 2 and 3 to further reach and serve additional areas and target populations.

Attachment A - Summary of Grantees (Organization and Program Overview)

Antelope Valley Partners For Health (AVPH)

Antelope Valley Partners for Health (AVPH) promotes health, safety and well-being in the region. It offers programs for children and youth, including those who are victims of crime. AVPH's Supporting Youth Victims (SYV) works with children and youth who have been victims of the opioid crisis. It is establishing a comprehensive, community-driven and multidisciplinary approach to increase services.

California Youth Connection (CYC)

California Youth Connection (CYC) trains California youth who have experienced foster care to work to improve foster care policy and practice. CYC provides opportunities for youth to engage in outreach, organizing, community education and advocacy. CYC youth gain skills in public speaking, communications and advocacy, as well as a sophisticated understanding of government and civic participation.

Centro Community Hispanic Association Inc.

Centro CHA's mission is to increase the quality of programs and services that improve the social and economic development and well-being of low-income youth and families in Long Beach. Centro envisions a thriving community where investments for low-income communities and environments are a priority, and where residents are connected, civically engaged, working and living in safe sustainable homes, schools and communities.

Coalition for Engaged Education

Coalition for Engaged Education's C/HOPE Community Program serves youth who have exited the probation camp system. The program supports and guides youth upon their release so they can forge a long-term, stable and productive path. C/HOPE partners with culturally-sensitive organizations in communities that represent their youth.

Community Coalition (CoCo)

Community Coalition's South Central Youth Empowered through Action (SCYEA) program works to address youth-of-color's disproportionate involvement with the criminal and juvenile justice systems. It also cultivates the leadership and self-efficacy of at-risk youth through services and trainings to address academic and wellness needs, prevent criminal justice contact and prepare them for long-term success and leadership.

Community Development Technologies Center

The Community Development Technologies Center (CDTech) is a race equity and economic justice organization confronting issues of concentrated poverty produced by historic racial inequality. CDTech's "Y-LEAD: Success Pathways for South-Central LA Youth" increases leadership capacity, educational attainment and career development among vulnerable youth.

Community Partners fbo Safe Place for Youth (SPY)

Safe Place for Youth (SPY) serves youth who are combating homelessness or housing insecurity. SPY's The Mentorship Project is a low-barrier, trauma-informed, mentorship and diversion program where community members mentor youth in order to build a positive, healthy relationship with an adult in their lives. The program helps high-risk youth build confidence, increase access to education and employment, improve social-emotional well-being and refine skills of independent living in order to prevent recidivism.

Community Partners fbo Teens Exploring Technology (TXT)

Teens Exploring Technology's (TXT) high-quality and high-impact programs are designed to develop a culture of innovation, collaboration, confidence and strong academics. Youth learn to identify problems in their community and develop tech solutions to improve low-income communities. Alumni of the program have gone to work for companies like Microsoft, Snap Inc, GOOP, and Live Nation.

EmpowHer Institute

EmpowHer Institute's mission is to empower girls from marginalized communities through education, training and mentorship to become confident, college and career ready. In addition to preventing dropout, EmpowHer Girls Academy Program aims to give teen girls the tools they need to cope with challenges, overcome trauma, stay engaged in school and reach their fullest potential.

Flintridge Center

Flintridge Center's mission is to break the cycle of poverty and violence through community planning, innovation and action. Flintridge's Youth of Promise (YOP) program works toward this vision by providing wraparound youth development services with an emphasis on addressing trauma and its impacts. YOP youth receive case management, mentoring, academic support, life skills sessions, community service learning and family engagement opportunities.

Girls Club of Los Angeles (GCLA)

Girls Club of Los Angeles' (GCLA) mission is to enrich the lives of low-income children, youth and families through early education, youth development and community outreach in South Los Angeles. GCLA's Project LEAYD (Leaders in Enrichment of Adolescent and Youth Development) strengthens and promotes positive, healthy lifestyles and encourages responsible decision-making among youth. The goal is to move youth from survival mode to becoming advocates who will seek out support services for themselves, their families and others.

InnerCity Struggle (ICS)

InnerCity Struggle (ICS) promotes healthy, safe and nonviolent communities on the Eastside of Los Angeles by engaging youth, families and residents in college attainability, career pathways and economic opportunity within the public schools and neighborhoods where they live. One objective is to directly support youth to attend college and complete a bachelor's degree prepared for a middle-income career and/or institutional leadership roles.

Legacy LA Youth Development Corporation

Legacy LA's mission is to make positive interventions in the lives of young people by offering alternatives to gangs and violence. Youth are connected to a case manager and a menu of positive youth development services. Legacy LA's Student Success academic program provides leadership training, youth organizing, mindfulness/mental health, mentoring, college access and persistence, work readiness, life skills and linkages to vocational training and employment.

Long Beach BLAST

Long Beach BLAST's (Better Learning for All Students Today) mission is to improve academic and personal success for youth through collaboration and innovative approaches to mentoring and learning. BLAST focuses on youth who are the most "at-risk" for dropping out of school because they face homelessness, pressure from gangs, lack of parental involvement and violence. BLAST provides youth with access to credit recovery classes, workforce development training, leadership development, college preparedness workshops and career guest speakers.

Los Angeles Youth Network dba Youth Emerging Stronger (YES)

Youth Emerging Stronger's (YES) mission is to provide runaway, homeless and foster youth with safety, stability and housing, along with the relationships and resources to thrive now and in the future. YES' comprehensive program services address mental health challenges and teach the skills/mindset needed to meet individualized goals in education, workforce readiness and life skills.

Lost Angels Children's Project Inc (LACP)

Lost Angels Children's Project's (LACP) mission is to provide low-income and at-risk youth with a safe, educational after-school program that promotes critical thinking and team building through vocational skills training in classic car restoration and art. LACP provides hands-on learning through a unique educational experience that prevents joblessness and homelessness, and promotes self-confidence, self-sufficiency and self-worth for youth. Problem solving and team building are essential components in the workshops, as well as learning a code of conduct that teaches each student the principles of accountability, manners, respect and gratitude.

Pops The Club

The POPS (Pain of the Prison System) the Club program is designed to inspire, nourish and empower youth who are impacted by incarceration to become more competent, confident, self-aware and connected to others and their communities. Writing, reading, mindfulness, art and leadership development are at the core of the POPS program, reducing feelings of stigma and shame, improving school performance, reconnecting with family, rejecting criminal behavior and increasing overall optimism.

Southern California Crossroads

Southern California Crossroads provides violence prevention and youth development programming to youth who have three or more risk factors for criminal involvement and/or have experienced two or more adverse childhood experiences shown to result in trauma and compromise healthy function. Crossroads' school-based Mentoring Program targets students at-risk for criminal activity and provides counseling, mentoring, conflict resolution and referral services.

The California Conference for Equality and Justice (CCEJ)

The California Conference for Equality and Justice (CCEJ) works to transform individuals and communities, heal conflicts and build real unity in Southern California. CCEJ's project, "Building Connections for Youth Development and Resiliency," keeps youth out of the criminal justice system by helping them develop their identities, socioemotional skills and leadership abilities through engaging in dialogue across differences, building positive connections with peers, family and teachers and using Restorative Justice practices to strengthen relationships and address conflict.

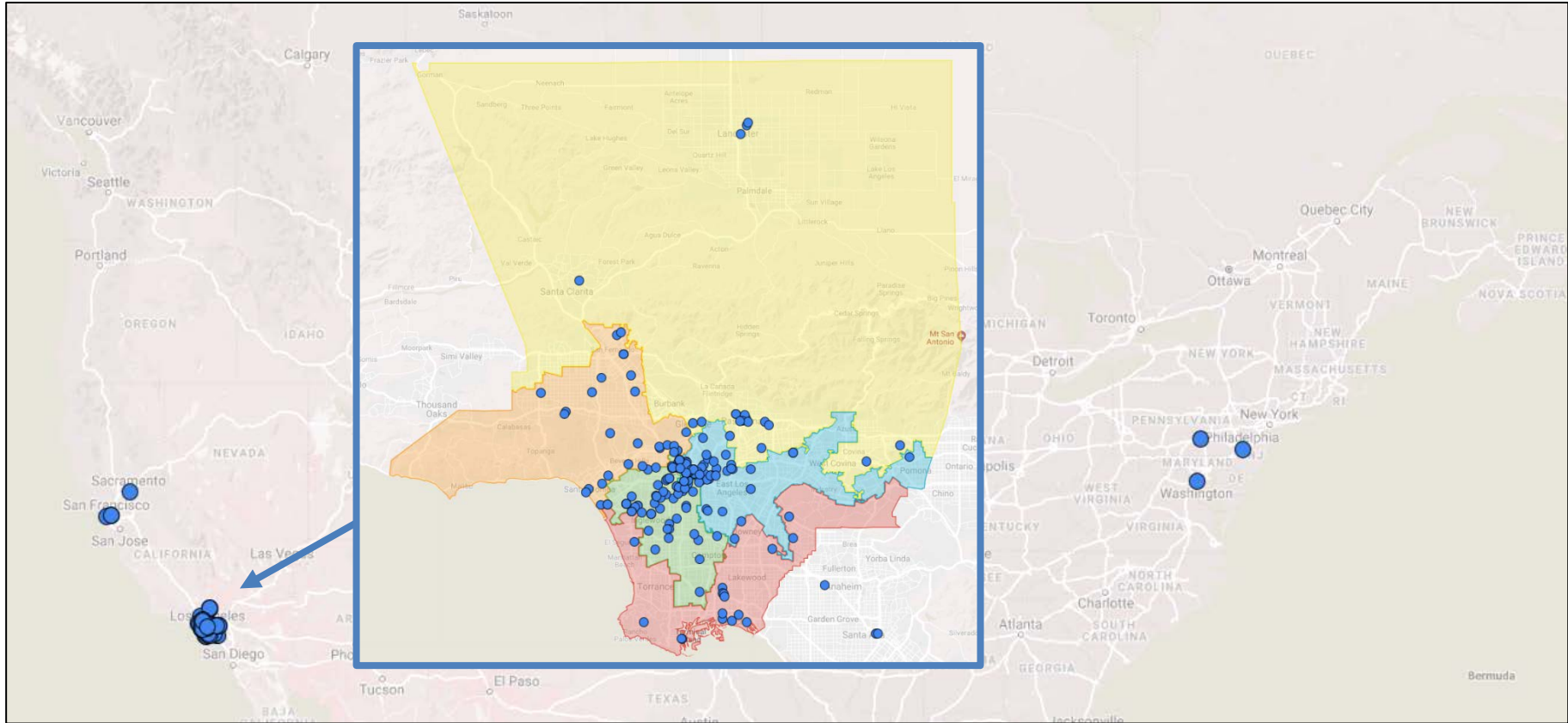
Tia Chucha's Centro Cultural (TCCC)

Tia Chucha's Centro Cultural's (TCCC) mission is to transform community through ancestral knowledge, the arts, literacy and creative engagement. TCCC provides a positive space for people to activate their natural capacity to create, imagine and express themselves in an effort to improve the quality of life for their community. Embracing the philosophy that every youth is a warrior of their own struggles, the Youth Warrior program helps develop youth leadership and communication skills through the power of the arts and proper mentoring.

Attachment B - Applicants by Geography, Target Service Population, and Program Type

CCF received 171 applicants, totaling more than \$19 million in funding requests. Ten applicants were deemed ineligible and were not considered as they do not have at least one full-time, paid staff member, as noted in the funding guidelines.

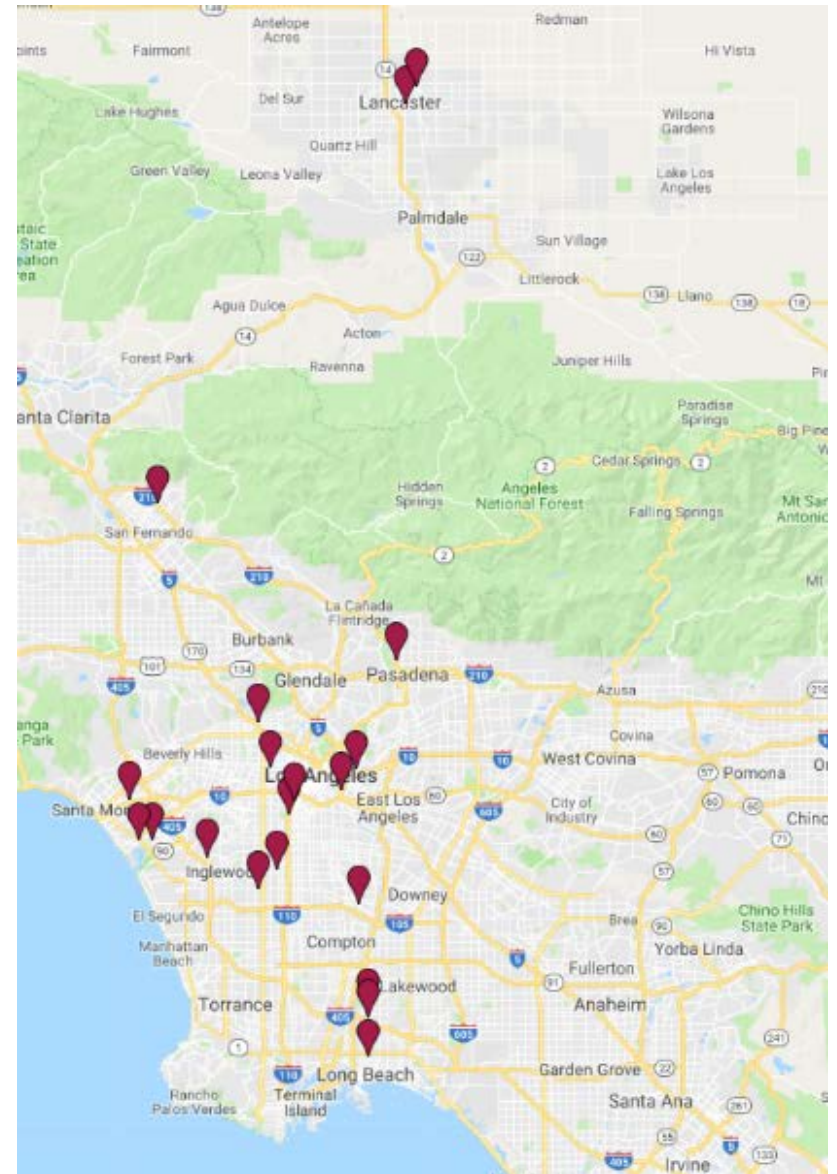
Figure 1: Applicants, by organization mailing address



Ultimately, 20 organizations were selected to form “Cohort 1.” These 20 grantees are mapped below, by organizational and/or regional mailing address.

Figure 2: “Cohort 1” grantees, by organization mailing address

Organization Name
Antelope Valley Boys & Girls Club
California Youth Connection
Centro Community Hispanic Association Inc.
Coalition for Engaged Education
Community Coalition
Community Development Technologies Center
Community Partners fbo Safe Place for Youth
Community Partners fbo Teens Exploring Technology
EmpowHer Institute
Flintridge Center
Girls Club of Los Angeles
InnerCity Struggle
Legacy LA Youth Development Corporation
Long Beach BLAST
Los Angeles Youth Network
Lost Angels Children's Project Inc
Pops The Club
Southern California Crossroads
The California Conference for Equality and Justice
Tia Chucha's Centro Cultural



To further understand the geographic reach of the organizations, the proposal asked applicants to note all Service Planning Areas (SPAs) in which they currently provide youth-focused programming. Most served more than one SPA. Table 1 notes the number of applicants and percentage of applicants that noted serving each SPA, as well as the same information for the 20 grantees

Table 1: Geography Served per Organization, Across All Programs, by Service Planning Area (SPA)

	SPA 1 Antelope Valley	SPA 2 San Fernando Valley	SPA 3 San Gabriel Valley	SPA 4 Metro LA	SPA 5 West	SPA 6 South	SPA 7 East	SPA 8 South Bay
Eligible Applicants (n=161)	37	61	56	90	56	104	79	77
	23%	38%	35%	56%	35%	65%	49%	48%
Cohort 1 (n=20)	3	6	3	8	5	11	6	9
	15%	30%	15%	40%	25%	55%	30%	45%

Note: Applicants were asked to include all SPAs they serve.

To further understand the programmatic services and service populations of the organizations, the proposal asked applicants several questions regarding program and service types. Data from three of these questions is described in Tables 2 - 4.

Table 2: Service/Program Types

	Mentorship	Community Leadership	Academic Support	Workforce Development	Integrated Arts	Trauma-Responsive	Restorative	Transportation, Housing, and Other Basic Needs	Advocacy	Caretaker Support
Eligible Applicants (n=161)	147	123	120	112	72	90	61	56	84	28
	91%	76%	75%	70%	45%	56%	38%	35%	52%	17%
Cohort 1 (n=20)	19	15	15	15	6	13	12	5	15	4
	95%	75%	75%	75%	30%	65%	60%	25%	75%	20%

Note: Applicants were asked to include all service types that they currently provide to youth.

Table 3: Populations Served, By Selected Target Population Categories

	Crossover/ Dual-status	Disconnected from school	Foster youth	Homeless	Justice-involved	Low-income
Eligible Applicants (n=161)	116	122	126	98	113	159
	72%	76%	78%	61%	70%	99%
Cohort 1 (n=20)	16	12	16	13	17	20
	80%	60%	80%	65%	85%	100%

Notes: Table highlights six selected, priority categories from the 13 fields collected. Applicants were asked to note all that apply.

Table 4: Populations Served, By Race/Ethnicity

	African American	Middle Eastern, North African	Asian	Native American	Caucasian/ White	Pacific Islander	Latino	Southeast Asian
Eligible Applicants (n=161)	151	69	100	78	103	92	160	75
	94%	43%	62%	48%	64%	57%	99%	47%
Cohort 1 (n=20)	19	7	10	9	11	11	20	8
	95%	35%	50%	45%	55%	55%	100%	40%

Note: Applicants were asked to note all that apply.