



COUNTY OF LOS ANGELES


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March 6, 2025

To: Supervisor Kathryn Barger, Chair
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Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
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From: Judge Songhai Armstead, Director 
Justice, Care and Opportunities Department

MEASURE J/CARE FIRST AND COMMUNITY INVESTMENT (CFCI) – ANNUAL REPORT EXECUTIVE SUMMARY

Care First Community Investment Impact

CFCI is the culmination of decades' long advocacy to address the longstanding disparities and limited community investments in the most underserved and impacted communities in the County. It is essential to maintain current funding levels to ensure vital services and support remain in place for the most vulnerable communities.

CFCI has provided over 400 grants to community-based organizations and funds 67 programs spread across 12 county departments. CFCI-funded grants cover 46 distinct program areas focused on providing support to vulnerable populations. Services range from food security to community safety. CFCI grantees provide services in each supervisorial district and service planning area. JCOD continues to work closely with the community advisory committee and the third-party administrator to ensure that resources are provided throughout the county to meet the needs of the most vulnerable. Over 41,000 Los Angeles County citizens have benefitted from the services provided through Care First grants. The following are a few examples of the positive impact the CFCI Program has had to date:

- Lost Angels Career Center is a Year One CFCI recipient that serves disadvantaged youth, families, and distressed communities through innovative vocational training and social enterprise programs. Founded and led by a justice-impacted individual, Lost Angels offers hands-on job training, career development, paid apprenticeships, and supportive services to at-risk and opportunity youth aged 18-24. Graduates are hired by prominent corporations like Northrup Grumman and Build Your Dreams, showcasing the program's success in connecting youth to sustainable, well-paying careers.

- Holliday’s Helping Hands (HHH) supports individuals experiencing homelessness across 8 facilities in Los Angeles County, offering supportive housing and workforce development services. As a Year Three CFCI recipient, HHH expanded its impact by opening the Community Resource Center in South Los Angeles. This center is dedicated to stabilizing lives and fostering long-term success by providing housing navigation, financial literacy training, and connections to faith-based organizations and social service agencies, delivering personalized and comprehensive support tailored to each client’s needs.
- JCOD’s Incubation Academy Program provides training and technical assistance to Los Angeles County grassroots non-profit organizations, especially those with BIPOC, LGBTQIA+, or justice-involved leadership, that provide services to justice-involved people but face challenges obtaining government contracts and funding. Incubation Academy was funded by CFCI in the Year One Spending Plan for 5 cohorts which supported over 100 CBOs and awarded over \$2.5 million in capacity building grants.

Over \$288 million in CFCI ongoing funding has been allocated incrementally over several years to County departments and the third-party administrator. In October 2024, the Committee approved the Fiscal Year FY 2024-25 spending plan, which included \$12.3 million in recommendations. These recommendations included programming directly informed by this community engagement, as well as efforts informed by direct experience and communication of needs by current CFCI Care Grant Service Providers (Grantees).

This serves as JCOD’s first annual CFCI report and provides an update on the impact of CFCI; progress in spending and encumbrances; data; and program evaluation. Throughout this report Measure J will be referred to as CFCI.

Community Need

To effectively execute the public mandate of Measure J, JCOD prioritizes community voices, delivers timely provision of critical resources to communities, and develops innovative solutions that are inclusive to the experience and capacity of small community-based organizations (CBOs) new to County funding. This is done all while balancing the need for accountability and responsible stewardship of public funds.

To inform and guide the Year 3 CFCI Spending Recommendations development, JCOD and the Committee completed the most robust community engagement effort of the three spending plan development processes, with a focus on areas of the County prioritized by the Justice Equity Needs Index (JENI), Justice Equity Services Index (JESI) and Anti Racism Diversity & Inclusion American Rescue Plan Act (ARPA) Projects map.

Over four months, more than 18,000 emails to residents were sent, more than 4,000 calls completed, more than 70,000 text messages were sent, and more than 40,000 flyers were distributed. The engagement campaign also included: earned media; local ethnic media; social media toolkits; digital paid media; technical assistance; information sessions and listening sessions. In addition, nine community-based organizations were hired as trusted messengers to conduct additional outreach.

Care First Community Investment Administration

The administration of CFCI exemplifies the unique space that JCOD occupies within Los Angeles-County. JCOD works across criminal justice, health and behavioral health, and social service domains while also diversifying and broadening the County’s ecosystem of care through its support of small, grassroots organizations who have challenges accessing County and other government funding streams.

JCOD works closely with your Board, the CFCI Advisory Committee, CEO, County departments, the third-party administrator, and community-based organizations to operationalize the unprecedented and transformational promise of Measure J/CFCI. This collaboration, particularly with the CFCI Advisory Committee, is critical to the effective implementation of CFCI. This is no small undertaking. Over the past two years, JCOD has built a team to tackle these responsibilities. We appreciate the support that we have received from the CEO and your Board to help ensure that these funds are being appropriately invested to increase community capacity.

Looking Ahead

Considering the shifting criminal justice landscape and concerns about funding for social services, community investment is more critical than ever. JCOD is creating an evaluation plan that ensures accountability and responsible stewardship of public funds, measures effectiveness and impact of CFCI programs as it relates to direct community investment, and gathers information on the successes, challenges and progress made by the County departments and community-based organizations implementing these programs.

An independent evaluator will begin reviewing year 1 CFCI recipients in the coming months. CFCI is true community investment in the areas throughout the County that need it most. We have just begun to see the transformative impact of CFCI on our communities. Sustained investment is essential to ensure that the community receives these transformative services. CFCI is one of the clearest manifestations of your Board's strategic vision to foster vibrant and resilient communities. JCOD is partnering with a large network of county departments and community-based organizations to ensure that there is ongoing investment to create stronger and safer communities.

JCOD truly appreciates the support of your Board as we continue to successfully administer this vital initiative. As directed by your Board, and in keeping with the timeline established by this report, JCOD will continue to provide annual reports on community need and Measure J impact in the third quarter of each fiscal year. If you have any questions, please contact Adam Bettino at (213) 410-1493.

**JUSTICE, CARE AND OPPORTUNITIES DEPARTMENT:
CARE FIRST AND COMMUNITY INVESTMENT (CFCI) – ANNUAL REPORT**

BACKGROUND

During the summer of 2020, community organizations and advocates came together with the goal of placing an initiative on the November 3, 2020, ballot aimed at addressing the longstanding disparities and limited community investments in the most underserved and impacted communities in the County. The ballot measure aimed to create a sustained revenue source to fill the resource allocation gap in the County’s budget process for alternatives to incarceration and direct community investment in low-income communities of color for employment, health, and housing. Measure J was placed on the ballot and passed by voters in 2020.

On November 10, 2020, in adopting a motion that established an inclusive and transparent Measure J allocation process, the Board of Supervisors (Board) established the Re-Imagine LA Advisory Committee to develop spending plan proposals for the Measure J investment.

The Coalition of County Unions subsequently filed a lawsuit challenging the constitutionality of Measure J and, on June 17, 2021, the Superior Court ruled that Measure J was constitutionally invalid. On August 10, 2021, the Board, reaffirming its continuing commitment to the spirit and specifics of Measure J following the court’s ruling, implemented the Care First Community Investment (CFCI) initiative by adopting the CFCI Budget Policy. The Board also approved the Year One CFCI Spending Plan, adopting a motion that superseded the November 10, 2020, motion, and transformed the Measure J Reimagine LA Advisory Committee into the CFCI Advisory Committee (Committee). The superseding motion was memorialized in the County municipal code.

On August 30, 2022, the Board approved the Year Two CFCI Spending Plan. On November 1, 2022, the Justice, Care and Opportunities Department (JCOD) was launched, incorporated the budget, staffing, and obligations of the ATI initiative, and became the County’s CFCI Program Administrator.

On September 12, 2023, the Board approved the Year Three CFCI Spending Plan and requested that the Chief Executive Office (CEO) report back on several requests for CFCI program information.

On October 13, 2023, CEO, in collaboration with JCOD, provided your Board with a report that included, among other CFCI program information, the following: a side-by-side analysis of programs managed by the third-party administrator (TPA), versus County Department, including the funding allocated, expended and encumbered; a breakdown of the process through which funding is spent by County departments and the TPA; and information on the number of proposals received and funding allocated.

CFCI PROGRAM IMPACT

The primary aim of CFCI is to address longstanding disparities and limited community investments by creating a sustained revenue source to fill the systemic funding allocation gap for Alternatives to Incarceration and Direct Community Investment. It is essential to maintain current funding levels to ensure vital services and support remain in place for the most vulnerable communities.

CFCI funds over 350 community-based organizations and 67 programs spread across 12 departments. CFCI-funded and non-CFCI (ARP) grants cover 46 distinct program areas focused on providing support to vulnerable populations. These care grantees have provided services to over 41,000 participants since inception. Services range from food security to community safety. CFCI grantees provide services in each supervisorial district and service planning area. CFCI also funds many diversion and reentry programs within JCOD. These JCOD programs provide services to thousands of justice-involved individuals each year.

JCOD continues to work closely with the CFCI Advisory Committee and the third-party administrator to ensure that resources are provided throughout the county to meet the needs of the most vulnerable.

COMMUNITY NEED

To effectively execute the public mandate of CFCI, JCOD prioritizes community voices, delivers timely provision of critical resources to communities, and develops innovative solutions that are inclusive to the experience and capacity of small community-based organizations (CBOs) new to County funding. This is done all while balancing the need for accountability and responsible stewardship of public funds.

The CFCI budgeting process is focused on addressing community needs. To inform and guide the CFCI Spending Plan Recommendations, JCOD and the CFCI Advisory Committee conducted multiple community listening sessions held throughout the county in the highest need areas. Surveys were sent to thousands of community members to elicit feedback and community-based organizations were engaged to conduct additional outreach.

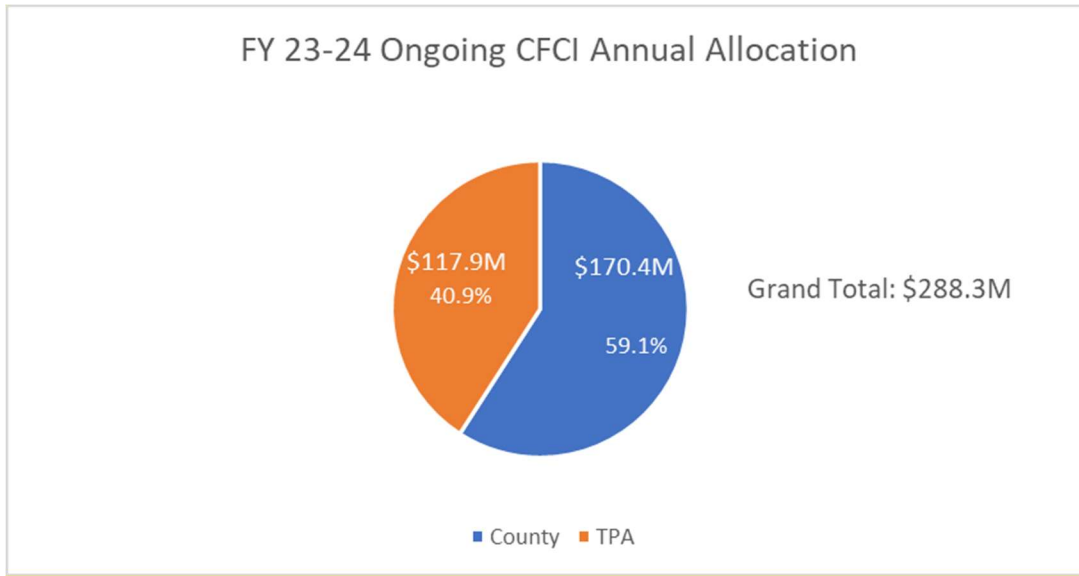
JCOD and the Committee completed the most robust community engagement effort of the three spending plans for the Year Three Spending Plan, with a focus on areas of the County prioritized by the Justice Equity Needs Index (JENI), Justice Equity Services Index (JESI) and American Rescue Plan Act (ARPA) Projects map.

Over four months, more than 18,000 emails to residents were sent, more than 4,000 calls completed, more than 70,000 text messages were sent, and more than 40,000 flyers were distributed to inform the community about the process. The engagement campaign also included: earned media; local ethnic media; social media toolkits; digital paid media; technical assistance; information sessions and listening sessions. In addition, nine community-based organizations were hired as trusted messengers to conduct additional outreach.

To effectively include community in the budget recommendation process, a concept recommendation process was employed. The process allowed the Committee to prioritize community voices and ensured that the people from the most impacted communities could elevate the most appropriate and needed concepts to be funded. As a result, more than 140 concepts were submitted, representing more than \$1 billion in needs/requested funding.

These concepts informed the Committee's development of the Year Three CFCI Spending Recommendations that were ultimately submitted to the CEO and later approved by your Board. In each of the last three budget cycles (FY 2021-22, FY 2022-23, and FY 2023-24), the Committee's recommended spending plans have been adopted by your Board.

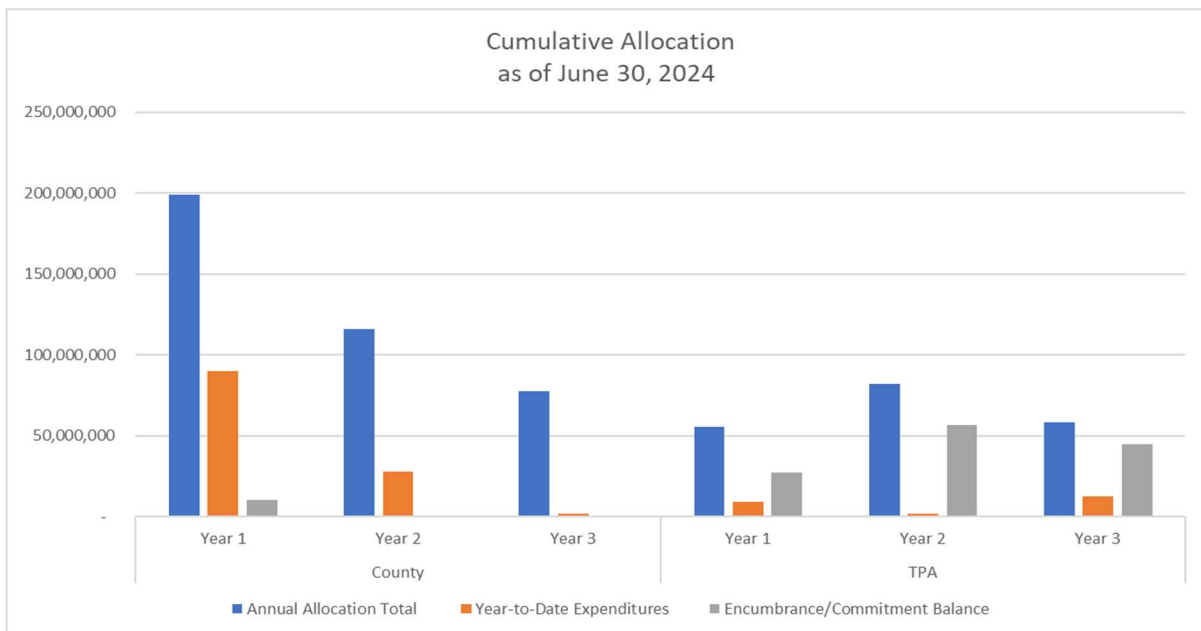
CFCI FUNDING UPDATE



In FY 2023-24, a total of \$288.3 million in ongoing funding was allocated, with this funding being allocated incrementally over several years to get to the total funding level cited. An additional \$12.3 million was approved by the Committee in October 2024 and is in the process of being approved by CEO and the Board as the Year 4 Spending Plan. This will raise the ongoing funding from \$288.3 million to \$300.6 million.

Funding has been allocated to both the TPA and County departments to enhance service delivery across Los Angeles County. In FY 2023-24, the TPA received \$117.9 million (40.9%), for grants recommended by the Committee and approved by the Board in 46 program areas. County departments were allocated \$170.4 million (59.1%) to support large-scale, sustainable programs in areas like health, housing, and social services.

Cumulative Ongoing Allocation



As of June 30, 2024, the cumulative ongoing allocation and use of CFCI funding through the TPA and County departments shows significant progress in budgeting, expenditures, and encumbrances/commitments. The TPA was allocated \$195.8 million, of which \$23.8 million (12.2%) has been spent and \$128.5 million (65.6%)

encumbered. In total, 77.8% of TPA funding has either been spent or designated for ongoing disbursement of grants, underscoring a strong commitment to advancing CFCI initiatives through community partners. The remaining balance of the TPA allocation is contractually committed and scheduled to be disbursed to grantees.

County departments, with a larger allocation of \$355.4 million, have spent \$119.5 million (33.6%) and encumbered/committed an additional \$11.6 million (3.3%), totaling 36.9% in expenditures and encumbrances/commitments. These allocations support County-led programs addressing public health, housing, and social services. County departments that added funding to existing programs were able to begin spending sooner than those that were building new programs and soliciting new contracts for services. This funding breakdown underscores CFCI's immediate impact while ensuring resources are effectively reserved for sustained service delivery and program expansion across the County.

CFCI Spending Overview
FY 2021-22, FY 2022-23, and FY 23-24 as of June 30, 2024 (in \$ millions)

Year		Amount Budgeted	Amount Spent	Add'l Amount Encumbered	Total Amount Spent or Encumbered	Percent of Budget Spent	Percent of Budget Encumbered	Total Percent Spent or Encumbered
1, 2 & 3	County	\$392.6	\$119.8	\$11.6	\$131.4	30.5%	3.0%	33.5%
	TPA	\$195.8	\$23.8	\$128.5	\$152.3	12.2%	65.6%	77.8%
	Total	\$588.4	\$143.6	\$140.1	\$283.7	24%	24%	48.2%

Values are rounded to the nearest thousand.

A cumulative total of \$588.3 million ongoing funding was budgeted over three fiscal years: \$100 million in Year 1, \$200 million in Year 2 and \$288.3 million in Year 3. Of this amount, \$143.6 million (24%) has been spent, and \$140.1 million (24%) has been encumbered. Combined, \$283.7 million (48.2%) of the total budget has been spent or encumbered as of June 30, 2024.

JCOD'S ROLE AS CFCI ADMINISTRATOR

The administration of CFCI exemplifies the unique space that JCOD occupies within Los Angeles County. JCOD works across criminal justice, health and behavioral health, and social service domains while also diversifying and broadening the County's ecosystem of care through its support of small, grassroots organizations who have challenges accessing County and other government funding streams.

This role allows JCOD to serve as a conduit for public input on Countywide justice reforms and helps the department better understand the needs of grassroots community-based organizations (CBOs), their leaders, and the communities they serve.

JCOD works closely with your Board, the CFCI Advisory Committee, CEO, 12 County departments, a third-party administrator and over 360 community-based organizations, to operationalize the unprecedented and transformational promise of CFCI.

JCOD is inclusive of community voices, delivers timely provision of critical resources to communities, and develops innovative solutions that are inclusive to the experience and capacity of small community-based organizations (CBOs) new to County funding. This is done while balancing the need for accountability and responsible stewardship of public funds.

JCOD's CFCI Program Administration is funded by a dedicated one percent (1%) set-aside of all ongoing CFCI funding (approximately \$3.0 million in the current fiscal year), with additional administrative funding provided through CFCI programs administered by JCOD and by the CFCI Third-Party Administrator (TPA). JCOD's CFCI team oversees the contract with the TPA, supports the County CFCI Programs, and advises the

CFCI Advisory Committee, which consists of scheduling and supporting the facilitation of regular public meetings and working with Committee leadership to set agendas in accordance with the Brown Act. JCOD's CFCI team also manages data gathering and reporting from the TPA and County departments receiving CFCI funds.

Third-Party Administrator

JCOD executed the contract with the TPA in March 2022 to oversee all aspects of the Care Grant Process, which involves:

- 1) Solicitations and Applications Process
- 2) Contracting Process
- 3) Delivery of Services
- 4) Data and Reporting
- 5) Technical Assistance and Oversight

*(Additional details about the roles and responsibilities of the TPA can be found in **Attachment A**).*

Solicitations and Application Process

The TPA successfully completed four solicitations for CFCI Care Grants:

- Year 1 Spending Plan (June 2022)
- Year 1 Spending Plan Non-CFCI Funded Programs (ARP) (March 2023)
- Year 2 Spending Plan (March 2023)
- Year 3 Spending Plan (October 2023)

*(Additional information about each solicitation/application cycle can be found in **Attachments B-E**).*

Prior to each solicitation, the TPA met with designated departmental subject matter experts for each Program Area, to receive appropriate guidance before launching the solicitation for each area.

The TPA then released the solicitation, conducted substantial outreach and training, and provided technical assistance to the applicants. The TPA then received proposals and hired Community Reviewers for each of the solicitation categories.

The TPA engaged with applicants that submitted proposals with a disqualifying error and provided them with an opportunity to immediately rectify these errors. Unsuccessful applicants had the opportunity to meet with the TPA and were given information about successful application strategies. They were also directed to the JCOD Incubation Academy, a non-profit management training program for small, grassroots non-profits. To date, nine (9) grant contracts have been terminated. These terminations were due to various conditions, including but not limited to voluntary termination, failure to meet agreed-upon reporting, insurance, and other requirements as specified in the agreement with the TPA.

CFCI County Department Programs

Upon the approval by the Board of Supervisors of the CFCI funding allocations for County programs, JCOD and CEO contact the County department to inform of the details of their CFCI funding allocation.

As the administrator, JCOD then engages the department in completing a project design questionnaire aimed at gathering information to best support the departments in launching their CFCI programming. The questionnaire requires that County departments provide a project overview, information on key stakeholders and clients, a project plan and scope, target outcomes, information about equity considerations and the designated project team. JCOD initially utilized an ARDI project design questionnaire, as a guide for program selection. This process was refined and streamlined to expedite approvals and launch programming more quickly.

JCOD reviews the questionnaire and provides feedback, working with the department to make any necessary revisions or troubleshoot any prevailing issues. Once approved, County departments are authorized to begin providing services. Once services are launched, the County department reports expenses for Budget Status Reports (BSRs) to JCOD, which has overall financial reporting responsibility for CFCI.

Beginning in FY 2021-22, your Board has approved funding for 67 County-led programs. As of November 2024, 53 of those have launched. The programs that have not yet launched are primarily due to contracting and staffing challenges. Efforts are underway to address these issues and move forward with the remaining programs as quickly as possible.

	Programs Approved	Programs Launched
Year 1	41	41
Year 2	9	8
Year 3	17	4*

**Of the 17 Year 3 County programs, 4 have launched and 13 have expected services start dates between Q3 and Q4 of FY 24-25.*

Reporting

To streamline and improve data collection and analysis, JCOD has updated its reporting structure to one that provides opportunities for additional oversight and analysis. The updated reporting structure includes an updated data tool, the implementation of regular reporting meetings and status updates, and regular presentations to the CFCI Advisory Committee to provide a status on program implementation.

Data Platform

In December 2024, JCOD transitioned to the use of an updated shared data platform across County departments, leveraging SharePoint to enable more accurate and centralized data capture. This platform will facilitate the development of a comprehensive, publicly accessible data dashboard, which is currently in progress. Prior to this updated structure, data was being reported, but it was not collected or organized in a way that could be easily integrated into dashboards or effectively analyzed. This transition will aide in the upcoming evaluation process and provide clear information for data driven decision making, better addressing community needs and improving program outcomes.

Reporting Meetings & Status Updates

To effectively manage the 67 programs across 12 County Departments, JCOD implemented monthly program status reports from departments inclusive of program launch, expended funds, success stories, and challenges. Meetings with the Departments are scheduled on a regular cadence and upon request to discuss survey responses in depth and address any additional questions that may arise.

EVALUATION

As proposed in the Board-approved CFCI spending plans, CFCI programs should remain in place for at least three full fiscal years prior to being evaluated to allow sufficient time for program design, development, thoughtful implementation, and management of unexpected implementation challenges. For the purposes of evaluation, JCOD, in collaboration with CEO, mark the beginning of that three-year period at the point in which services begin.

JCOD is creating an effective evaluation plan that ensures accountability and responsible stewardship of public funds, measures effectiveness and impact of CFCI programs, and gathers information on the successes, challenges and progress made by the County departments and community-based organizations implementing these programs. Because the CFCI Care grants prioritize small, grassroots organizations with annual budgets lower than \$1.5 million and without previous County funding, it is imperative that the evaluation criteria also take into consideration the relative experience of these organizations and be inclusive to their varied levels of capacity.

In August, JCOD conducted a market survey seeking information from qualified companies, firms, or university programs with expertise in designing and implementing program evaluations and impact assessments in social services. JCOD sought information on vendors qualified to provide formative evaluation services to understand the implementation and outcomes of CFCI programs. JCOD anticipates securing a third-party evaluator in Q3 of FY 2024-25.

CONCLUSION

CFCI is true community investment in the areas throughout the County that need it most. We have just begun to see the transformative impact of CFCI on our communities. Sustained investment is essential to ensure that the community receives these transformative services. CFCI is one of the clearest manifestations of your Board's strategic vision to foster vibrant and resilient communities. JCOD is partnering with a large network of county departments and community-based organizations to ensure that there is ongoing investment to create stronger and safer communities.

ATTACHMENT A

Third Party Administrator

JCOD hired the TPA following the launch of a solicitation in August 2021. After a local consortium was selected, negotiations were unsuccessful and the solicitation was relaunched, ultimately executing the contract in March 2022. The Care Grant Grantee Process involves: 1) Solicitations and Applications Process, 2) Grantee Contracting Process, 3) Delivery of Services, 4) Data Collection and Reporting and 5) Technical Assistance and Oversight.

1. Solicitations and Application Process

The TPA has successfully completed four solicitations for CFCI Care Grants: Year 1 Spending Plan (June 2022), Year 1 Spending Plan Non-CFCI Funded Programs (March 2023), Year 2 Spending Plan (March 2023) and Year 3 Spending Plan (October 2023). See Attachments A-D.

Community Reviewers

To ensure community need is at the forefront of grantee selection, the CFCI Care Grant applications were reviewed and scored by community reviewers. Community reviewers were recruited via a call for reviewers and selected based on their experience with the program areas in the solicitation, experience with a grant reviewing process, a reference, and demographic information. Applicants were screened for connection and/or employment with the TPA, JCOD, Los Angeles County, and conflict of interest (ex: working for an applying organization).

Year 1 – 169 reviewer applications, 22 individuals on the review panel, reviewed 481 applications.

Year 1 Non-CFCI Funded (ARP) – 70 new applications and some returning reviewers, 9 individuals on the review panel, reviewed 162 applications.

Year 2 – 157 applications, 33 individuals on the review panel, reviewed 683 applications.

Year 3 – 33 new applications and some returning reviewers, 55 individuals on the review panel, reviewed 856 applications.

2. Grantee Contracting Process

Community reviewers rated the proposals, and the TPA made tentative awards to selected service providers, negotiated with selected organizations, and conducted due diligence. This involved assisting organizations with submitting necessary documentation including budgets, insurance certificates, milestone development, scopes of work, and other contractually required paperwork.

3. Delivery of Services

Once under contract, Grantees implement and complete projects in accordance with the approved and/or modified Grant Application (solicitation response) and Proposal, and their developed Program Milestones and Scopes of Work.

4. Data Collection and Reporting

Grantees track their organization's service delivery data and contract milestones for their CFCI-funded program(s) and submit reports via the Apricot system, a SaaS (Software as a Service) platform. Grantees are provided both live and self-paced data training. The TPA Operations Team includes Grant Advocates, who are the regular points of contact for Grantees, and the Director of Data who supports Grantees with additional one-on-one trainings as needed. The TPA Operations Team monitors the information submitted into the Apricot system in collaboration with the TPA's Information Technology Department. Each Grantee has a program page identified by Program Area and Organization/project name where all programmatic data for services and interactions with program participants is collected. Data points collected in the TPA Apricot system is based on the JCOD CFCI Data Collection Tool. All data entered is reported to the LAC-JCOD department quarterly.

TPA program data is available on a [public dashboard here](#).

Data points:

- Number of referrals received/made, number enrolled in program (cumulative), number completed, Number exited the program, Number of achieved outcomes, Number of direct services provided, and Demographics.

Reporting structure and frequency:

- The TPA collects progress reports submitted by Grantees on a Quarterly basis. Grantees are required to report on milestones developed at the start of their contract term and modified during the term of their contract.
- The Quarterly Report includes a milestone report, budget expenditures, and participant data for services provided.
 - ◊ Milestones are monitored throughout the quarter by the Grant Advocates and Grantees during bi-weekly progress meetings and then reported on through quarterly reporting.

5. Technical Assistance and Oversight

As discussed, the CFCI Care Grant specifically prioritizes small grassroots organizations that often have the trust of their communities and provide effective services but require support in organizational capacity.

The TPA provides multidisciplinary technical assistance in the areas of operations, budget, and data management, along with regular open trainings and office hours.

Each grantee is assigned a Grant Advocate, who conducts at least two check-ins per month per organization or as needed, as well as two site visit per organization each year. Opportunities for capacity building and technical assistance are identified during these and other contacts with Grantees.

Contract Compliance

The TPA's overall Care Grant oversight can be grouped into three activities as outlined below:

- 1) TPA Grant Advocates' ongoing oversight - Grant Advocates regularly monitor performance, provide technical assistance, and facilitate capacity-building through tailored support and training opportunities.
- 2) Review of monthly and quarterly information submitted by Grantees - When organizations experience difficulties meeting performance goals or grant compliance, Grant Advocates implement Performance Improvement Plans (PIPs) to help them return to compliance through structured guidance and collaboration.
- 3) Formal audits – The TPA's Finance Department periodically selects Grantees for review through two methods: identifying grantee risk through the Grant Advocate oversight work highlighted above or a random statistical sample of awardees to audit each quarter.

Audits cover three areas:

- **Financial** - Focus on actual-to-budget spending, cash flow considerations, bank reconciliations, validating expenses, etc.
- **Contractual** - Focus on the compliance with grant contractual responsibilities (e.g., insurance)
- **Operational** – Walk through the monthly closing process and methods to meet deadlines.

Additional support provided by TPA:

- Care Grant recipients are notified by TPA of performance discrepancies and when corrective action is required.
- When performance discrepancies are not immediately addressed, Care Grant grantees participate in a Performance Improvement Plan.
- The TPA notifies JCOD within two (2) days of placing the Care Grant grantees in a Performance Improvement Plan.
- If contract discrepancies continue, payments are withheld.
- If contract discrepancies continue, and there is no effort made by the Care Grant recipient to address discrepancies, a Final Notice letter is sent to the Care Grant recipient with ten (10) calendar days to comply or respond.
- If there is no response to the Final notice within ten (10) calendar days, the TPA sends notice of termination.

ATTACHMENT B

Year 1 Care Grant Solicitation

The Year 1 TPA solicitation, released on June 7, 2022, included \$18.5 million in annual funding, for 36 months. After offsetting 15% for administration, annual program funding totaled \$15.7 million (\$47.1 million 3-year funding award). 617 applications were received, 481 were reviewed, reflecting \$121.3 million in funding requests. Of those, 118 were funded, which reflects a denial rate of 75% and an acceptance rate of 25%.

SD	Requested (in millions)	Awarded (in millions)	Requested	Awarded
SD1	\$24.7	\$3.2	20.0%	21.0%
SD2	\$44.4	\$6.0	37.0%	38.0%
SD3	\$19.0	\$2.3	16.0%	14.0%
SD4	\$12.1	\$1.9	10.0%	12.0%
SD5	\$21.2	\$2.3	17.0%	15.0%
Grand Total:	\$121.3	\$15.7	100.0%	100.0%

Year 1 Program Areas (PA)	# of Grants	3-year Funding Awarded
PA 1 Re-envisioned After-School and Summer Programs	22	\$ 10,200,000
PA 2 Career/Education Pathway Programs	28	\$ 7,650,000
PA 3 Youth Specific Housing Interventions	18	\$ 10,200,000
PA 4 Culturally Affirming Family Reunification, Pre-Trial, Family Support	17	\$ 5,100,000
PA 5 Support Services for Returning LGBTQI + Residents	8	\$ 2,550,000
PA 6 Reentry Services for Women	16	\$ 7,650,000
PA 7 Youth Centers	9	\$ 3,825,000
Grand Total:	118	\$ 47,175,000

ATTACHMENT C

Year 1 Non-CFCI Funded Programs Solicitation (ARP)

The TPA solicitation for Non-CFCI Funded Programs (Program Area 8 - Grants to Justice-Focused Community-Based Organizations), released on March 6, 2023, included \$4.5 million in annual funding, for 24 months. After offsetting 15% for administration, annual program funding totaled \$3.825 million (\$7.65 million 3-year funding award). 204 applications were received, 162 were reviewed, reflecting \$84.4 million in funding requests. Of those, 20 were funded, which reflects a denial rate of 88% and an acceptance rate of 12%.

SD	Requested (in millions)	Awarded (in millions)	Requested	Awarded
SD1	\$16.3	\$1.5	19.3%	19.82%
SD2	\$36.8	\$3.3	43.51%	42.93%
SD3	\$8.7	\$0.96	10.34	12.5%
SD4	\$11.8	\$0.99	13.93%	13.0%
SD5	\$10.9	\$0.90	12.92	11.75%
Grand Total:	\$84.5	\$7.65	100.0%	100.0%

Year 1 Non-CFCI Program Areas (PA)	# of Grants	Annual Funding Awarded
PA 8 Grants for Justice-Focused Community Based Organizations (Non-CFCI Funded)	20	\$ 7,650,000
Grand Total:	20	\$ 7,650,000

ATTACHMENT D

Year 2 Care Grant Solicitation

The Year 2 TPA solicitation, released on July 17, 2023, included \$40.9 million in annual funding, for 36 months. After offsetting 15% for administration, annual program funding totaled \$34.786 million (\$104 million 3-year funding award). 841 applications were received, 683 were reviewed, reflecting \$575.8 million in funding requests. Of those, 123 were funded, which reflects a denial rate of 82% and an acceptance rate of 18%.

SD	Requested (in millions)	Awarded (in millions)	Requested	Awarded
SD1	\$97.9	\$19.9	17%	19%
SD2	\$247.5	\$45.9	43%	44%
SD3	\$52.7	\$8.6	9%	8%
SD4	\$81.8	\$13.5	14%	13%
SD5	\$95.9	\$16.4	17%	16%
Grand Total:	\$575.8	\$104.3	100.0%	100.0%

Year 2 Program Areas (PA)	# of Grants	Annual Funding Awarded
PA 9 Community Operated Youth Centers	34	\$ 34,935,000
PA 10 Expanding Safety in Los Angeles	35	\$ 32,640,000
PA 11 Job Readiness, Training, and Placement for Adults	14	\$ 10,200,000
PA 12 Healing-Informed Arts Project	9	\$ 4,845,000
PA 13 Satellite Sites in Gang Impacted Communities	6	\$4,845,000
PA 14 Increasing Food Access in Los Angeles	5	\$4,080,000
PA 15 Bridge Housing	4	\$3,825,000
PA 16 Release, Education, Neighborhood Treatment	4	\$2,358,750
PA 17 Residential Treatment for Survivors of Sexual Exploitation	2	\$1,530,000
PA 18 Indigenous Youth Empowerment Program	3	\$1,275,000
PA 19 Youth Justice Program	2	\$1,275,000
PA 20 End Exploitation and Create a Safer Community for Women	2	\$1,275,000
PA 21 From Treatment, Diversion, or Jail to Work	3	\$1,275,000
Grand Total:	123	\$104,358,750

ATTACHMENT E

Year 3 Care Grant Solicitation

The Year 3 TPA solicitation, released on October 2, 2023, included \$58.4 million in annual funding, for 36 months. After offsetting 15% for administration, annual program funding totaled \$49.6 million (\$149 million 3-year funding award). 1286 applications were received, 856 were reviewed, reflecting \$742 million in funding requests. Of those, 163 were selected for funding, which reflects a denial rate of 81% and an acceptance rate of 19%.

SD	Requested (in millions)	Awarded (in millions)	Requested	Awarded
SD1	\$108.1	\$21.6	14%	14%
SD2	\$360.6	\$65.0	49%	44%
SD3	\$64.0	\$13.2	9%	9%
SD4	\$105.7	\$24.3	14%	16%
SD5	\$104.2	\$24.9	14%	17%
Grand Total:	\$742.6	\$149.0	100.0%	100.0%

Year 3 Program Areas (PA)	# of Grants	3-year Funding Awarded
PA 22 Housing Project	18	\$20,889,600
PA 23 Holistic Out of School Time Enrichment/Youth Development for Reentry Youth	25	\$20,611,650
PA 24 Youth Academy/Pathways out of Poverty & Non Carceral Diversion	22	\$19,186,200
PA 25 General Access to Funding for Small, Minority-Owned Businesses	7	\$7,369,500
PA 26 Resource Movement Center	14	\$12,706,650
PA 27 Youth Development and Diversion through Sport and Play	19	\$12,706,650
PA 28 American Indian Day Care & Family Resource Center	2	\$10,164,300
PA 29 Reentry Education and Career Development Training	8	\$7,624,500
PA 30 Community Farms	8	\$6,375,000
PA 31 A Better Tomorrow	4	\$5,082,150
PA 32 TGI Mentorship Project	5	\$3,812,250
PA 33 Youth Learning Community	4	\$3,710,250
PA 34 School-based Youth Development Support Service	4	\$3,554,700
PA 35 24/7/365 Youth Center	2	\$2,748,900

PA 36 Community Mentoring Leaders Program and Community-based Juvenile Reentry	3	\$2,542,350
PA 37 Feeding the Unhoused	2	\$2,032,350
PA 38 Mommy Support	2	\$1,652,400
PA 39 Seeking Equity in Medicine	2	\$1,420,350
PA 40 Multicultural Diverse Intensive Outpatient Project	2	\$1,315,800
PA 41 Mommy Mentors	2	\$780,300
PA 42 Resources for Underserved Communities	2	\$642,600
PA 43 Healthcare Payment Assistance for Low Income and Underserved Individuals	2	\$634,950
PA 44 Fresh Food Markets	1	\$510,000
PA 45 Unhoused Youth Support	2	\$510,000
PA 46 Youth Programming in Communities of Color	1	\$510,000
Grand Total:	163	\$149,093,400