



County of Los Angeles CHIEF EXECUTIVE OFFICE

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FESIA A. DAVENPORT
Chief Executive Officer

August 10, 2021

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

Dear Supervisors:

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

73-F August 10, 2021

CELIA ZAVALA
EXECUTIVE OFFICER

Board of Supervisors
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Fifth District

APPROVAL FOR THE CHIEF EXECUTIVE OFFICER TO IMPLEMENT NECESSARY PROCESSES TO MANAGE AND DISBURSE CARE FIRST, COMMUNITY INVESTMENT FUNDS (ALSO KNOWN AS MEASURE J) (ALL DISTRICTS AFFECTED) (3 VOTES)

SUBJECT

The Chief Executive Officer (CEO) recommends that the Board of Supervisors (Board) approve the Care First Community Investment (CFCI)¹ spending plan totaling \$100.0 million and further recommends the Board delegate authority to execute and amend contracts with Third Party Administrators (TPA).

IT IS RECOMMENDED THAT THE BOARD:

1. Approve the CEO's recommended funding allocations listed in Attachment II totaling \$100.0 million for funds currently held in the Provisional Funding Unit (PFU) for Measure J,² for programs that include direct community investments and alternatives to incarceration.

¹ Due to pending litigation regarding Measure J, we recommend creating a budget unit without reference to "Measure J" and which uses the term "Care First Community Investment" (CFCI) instead so that the budget unit is appropriately named in official County budget records regardless of the disposition of the litigation. However, in this Board Letter, when not referring specifically to the CFCI budget unit, we periodically use the term "Measure J" for ease of reference – particularly when referring to events which preceded June 17, 2021. For additional information on the pending litigation, please see "Facts and Provisional/Legal Requirements" section of this letter.

² Funding was set aside in the Fiscal Year 2021-22 Recommended Budget phase before the court's June 17, 2021 ruling on Measure J and before the creation of the "Care First Community Investment" budget unit.

2. Delegate authority to the CEO, or her designee, to conduct a streamlined, expedited competitive solicitation to select one or more TPAs; and permit the CEO to direct the Internal Services Department (ISD) as the County's Purchasing Agent, or the requesting department as applicable, to take any necessary contract and procurement actions related to contracts using CFCI funds to the extent legally permitted, to: (a) waive the County's standard open competitive solicitation or bidding requirements, the need to comply with the County's Sole Source Policy, and the need to comply with any other County Contracting or Purchasing Policies; and (b) waive any other County standard terms and conditions including, but not limited to, contractual maximum obligations, contract sums, reserve and contingency fund caps, indemnification, insurance, and any legally required terms and conditions.
3. Delegate authority to the CEO, or her designee, to enter into and execute TPA contracts with one or more TPA organizations selected from the streamlined competitive solicitation process, effective upon execution, for a term of two years, with an option to extend the term of each TPA contract for two additional one-year option periods, for the provision of TPA services and for the administration of CFCI Funds through the TPA's selection of community based organizations (CBOs) service providers, subject to review and approval as to form by County Counsel, and with the total maximum contract amount of all TPA contracts not to exceed the amount of CFCI Funds approved by the Board in the approved spending plan.
4. Delegate authority to the CEO, or her designee, to execute amendments to the TPA contracts including but not limited to: (i) exercise the optional extensions to the term of each TPA contract; (ii) revise the scope of work to align with Board goals and objectives and increase or decrease the maximum TPA contract amount; (iii) add, delete, and/or change terms and conditions as may be required by law; (iv) extend the term of a TPA contract beyond the expiration date; (v) effectuate name changes or assignments and delegations should the original contracting entity merge, be acquired, or otherwise have a change in entity status; and (vi) suspend and/or terminate TPA contracts under the termination provisions in the contracts; with all amendments subject to review and approval as to form by County Counsel.
5. Authorize and delegate authority to the CEO, or her designee, to negotiate and execute new agreements (including but not limited to: service contracts, master agreements, cooperative agreements, funding agreements, work orders, MOUs, ENAs, and Job Order Contracts); previously-executed agreements and to take

other required actions when any of the actions described in this paragraph are necessary for the implementation of the CFCI program.

6. Authorize and delegate authority to the CEO, or her designee, and/or other relevant departments as determined by the CEO, or their respective designees, to execute any additional contracts and expedite necessary actions to carry out the intent of the Board in adopting the Spending Plan, provided such contracts are subject to prior review and approval as to form by County Counsel and subject to the CFCI Spending Plan.
7. Find that the County programs established by the Spending Plan are deemed necessary to meet the social needs of the population of the County and serve a public purpose consistent with Government Code section 26227.
8. Find that the authorizations and delegations of authorities granted above shall remain in effect until such actions are terminated or suspended by the Board.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Approval of the recommended actions will enable the County to allocate \$100.0 million in CFCI funding based in large measure on the recommendations of the *Measure J Re-Imagine LA Advisory Committee*, by funding direct community investments and alternatives to incarceration.

The delegated authority will allow the CEO and departments, with CEO approval, to expeditiously solicit and enter into agreements with a TPA to disburse funding to community-based providers for service delivery for CFCI programs, as well as for direct community investments approved by the Board as part of the American Rescue Plan (ARP) spending plan, as discussed below.

Overview of Relevant Developments

This section provides a summary of the basic facts which support the recommendations in this Board Letter. A detailed factual recital is included in the Factual Provisions/Legal Requirements Section of this letter.

On November 3, 2020, the voters of Los Angeles County voted to approve Measure J which amended the County's charter to require that the County "[s]et aside a baseline minimum threshold of at least ten percent (10%) of the County's locally generated unrestricted revenues in the general fund (net County cost [NCC]), as determined annually in the budget process or as otherwise set forth in the County Code or regulations,

to be allocated on an annual basis...” (Measure J, section (8)(A)). One week later, the Board established the *Measure J Re-imagine LA Advisory Committee* (Advisory Committee), a seventeen-member body charged with developing spending proposals for the Measure J investments. The Advisory Committee established sub-committees to help develop and receive feedback on proposals for the spending plan.

On April 20, 2021, the Board adopted a recommendation from the CEO allocating \$100.0 million as the year one down payment for Measure J. On June 17, 2021, the Superior Court ruled that Measure J is constitutionally invalid. The court determined that the measure interferes with the Board of Supervisors’ authority under State law to establish the County’s budget. In its decision however, the court made clear that “this case does not involve any evaluation of the policy choices embedded in Measure J. Nor does the court’s resolution of this case prohibit in any way the current Board of Supervisors or any future Board, from adopting a budget wholly in line with Measure J’s provisions.” The court’s decision is being appealed.

Undeterred by the court’s ruling and maintaining its commitment to Measure J, the Board reaffirmed its commitment during the Fiscal Year (FY) 2021-22 Final Changes budget hearing by leaving the \$100.0 million down payment intact in the current year’s budget.

On July 27, 2021, the Board approved Phase I of the County’s spending plan for the ARP federal relief funding in the amount of \$975.0 million. The approved plan allocates funding for seven Advisory Committee recommendations, and an additional \$314.4 million dollars for direct community investments and alternatives to incarceration within the meaning of Measure J.

ADVISORY COMMITTEE SPENDING RECOMMENDATIONS

On June 4, 2021, the Advisory Committee submitted its report containing, among other things, a three-tiered spending plan containing 32 Tier I proposals totaling approximately \$170.9 million. A full copy of the Advisory Committee’s report can be viewed by following the link below.

https://ceo.lacounty.gov/wp-content/uploads/2021/06/Updated_MeasureJ_Report-Revised-06.14.21.pdf

The Advisory Committee’s Tier I proposals have been reprinted and attached as Attachment I. The proposals have been numbered sequentially from one to thirty-two to help with referencing the proposals throughout the remainder of this document. The report also included proposals for policy changes in regional hiring practices (i.e., background checks) and County contracting practices, priority investment areas, housing, and the use of credible messengers.

Most of the proposals were unaccompanied by written information to help determine whether the proposed funding levels were based on service levels, scale, catchment area, etc. or a proposed allocation between administrative costs versus service delivery costs for those community-based organizations which will ultimately receive funding. Where possible, Chief Executive Office staff worked with relevant departments to quickly obtain additional information to support our assessment process. Although detailed proposals are highly desirable and a standard practice in budgeting, the lack of information is not necessarily unexpected with the launch of a far reaching and ambitious undertaking such as Measure J. We are committed to working with the Advisory Committee to develop tools and templates to help translate the spending plan into budget proposals thereby making the evaluation process less burdensome in future years. FY 2021-22 will serve as a baseline year for Measure J. We will use this year to collect the type of data that both the Advisory Committee and this office will find helpful in the future to recommend and evaluate funding proposals. Table 1 below illustrates how the Advisory Committee’s proposals align with the six sub-committees created to develop proposals for the spending plan.

Table 1

Subcommittee/Category	Proposed Amount	% of the \$171M Proposed
Close Men’s Central Jail	\$52.0	30.4%
Diversion, Behavioral Health, Health	\$35.2	20.6%
Reentry	\$29.0	17.0%
Housing	\$21.3	12.4%
Education Access and Youth	\$20.4	12.0%
Economic Opportunity and Sustainability	\$13.0	7.6%
Total	\$170.9	100%

Upon receiving the Advisory Committee’s recommendations, the CEO worked diligently with the Alternatives to Incarceration (ATI) Office, the Anti-Racism Diversity and Inclusion (ARDI) Office and others to vet and assess the proposals to make appropriate recommendations to the Board. Having completed its review and assessment, the CEO now presents the recommendations to the Board as reflected in Attachment II.

CEO RECOMMENDED SPENDING PLAN

The County’s FY 2021-2022 Recommended Budget allocated \$100.0 million as the year one down payment for Measure J (now CFCI) as we build up to the full set-aside by 2024. As such, we have worked diligently to carefully plan funding of ARP and CFCI proposals so that the ARP and CFCI spending plans are complementary. The ARP funding, although one-time in nature and time-limited, positions the County to invest in eligible projects to address the disparate impact on justice-involved populations also identified in

the CFCI spending plan rather than waiting for a later budget phase to determine if additional CFCI funding can be identified.

The Board adopted the CEO's recommendations for the County's ARP spending plan and in doing so allocated \$87.7 million in funding to support 7 Tier I Advisory Committee proposals. Of the remaining 25 Tier I proposals, the CEO recommends using the previously approved \$100.0 million allocation to fund an additional 22 proposals. There are three proposals for which the CEO is not recommending a funding allocation at this time and which will be returned to the Advisory Committee for further discussion. Table 2 below reflects which Tier I proposals have been authorized for ARP funding; are recommended for funding in this Board letter with the previously allocated \$100.0 million; and which will be returned to the Advisory Committee for further inquiry and dialogue.

Table 2 Tier I Funding Disposition or Proposals

	ARP Funded	CFCI/Measure J Recommended	Recommendations Requiring Additional Vetting	Total
# of proposals	7	22	3	32
Proposal #	4-5, 10, 13-14, 21, 32	1-3, 6-9, 12, 15, 17, 18-20, 22-28, 30-31	11, 16, 29	
Amount Requested	\$16.3M*	\$134.3M	\$20.3M	\$170.9M
Amount Funded	\$87.7M	\$100M	\$0.00	\$187.7M

*Note: This figure simply denotes the amount of ARP funding used to fund the seven CFCI proposals in question. The Advisory Committee did not request ARP funding for these proposals.

Notwithstanding the fact that there is insufficient funding allocated to CFCI at this stage to fund all Tier I proposals, the three Tier I proposals not recommended for funding all require additional information or are impacted by other efforts underway. A detailed explanation of the information needed or efforts underway is included in Attachment III.

It is worth noting that the Board's ARP spending plan has broad cross-over with the Advisory Committee's proposals and recommendations from the ATI Workgroup. Specifically, in addition to the funding identified above, the ARP spending plan allocates an additional \$314.4 million to support direct community investments and alternatives to incarceration as identified below:

- \$156.6M for interim and permanent supportive housing;
- \$ 37.0M for *Care First* programs (e.g., Alternative Crisis Response);
- \$ 11.3M to delete the digital divide;
- \$ 16.3M to disrupt the cycle of inter-generational poverty;
- \$ 34.0M in community investments (e.g., youth development grants);
- \$ 37.0M for employment opportunities for workers and youth;
- \$ 1.5M to support stable housing (e.g., tenant eviction defense);

- \$ 10.7M to address trauma and violence; and
- \$ 10.0M to support food resources.

This is noteworthy because it helps to contextualize the total amount of funding being deployed in addition to the \$100.0 million in CFCI funding, and further demonstrates how those resources will be deployed to support direct community investments and alternatives to incarceration – a foundational component of the original vision for Measure J and an essential component of the “Care First” vision adopted by the Board.

Attachment II contains a table detailing the CEO’s recommendations in comparison to the Advisory Committee’s proposals. Attachment II highlights are listed below:

- All 32 proposals submitted by the Advisory Committee with the associated recommended funding amounts and proposed program administrator type;
- The 7 proposals that have been authorized for ARP funding, the associated funding amounts, and the program administrator type;
- The 22 proposals for which the CEO is recommending funding, the recommended funding amounts, and the proposed administrator type; and
- The 3 proposals not recommended for funding at this time along with a description of work underway that may address a proposal in part or the circumstances necessitating more information from the Advisory Committee.

ADMINISTRATIVE PROCESS TO DISBURSE FUNDS

Consistent with the Advisory Committee’s recommendations, the CEO recommends two methods to deploy CFCI funds: either through a TPA, or directly to County departments where the majority of funds will pass through to a community-based organization.

Third-Party Administrator (TPA)

During both the Advisory Committee and subcommittee meetings, the public consistently expressed frustration with the County’s contracting process, insurance requirements and over reliance on County staff to deploy programs as opposed to CBOs. They shared concerns that limited funding would not reach community-based service providers and would instead be held by County departments or passed to larger organizations not truly in touch with community needs. Each of the five subcommittees recommended the use of a TPA to ensure that small and medium sized community-based providers had a viable opportunity to receive funding. To increase the flow of County resources to organizations often overlooked in County contracting, each subcommittee requested that funds be disbursed to CBOs and tribal communities with a particular focus on agencies with a budget of less than \$1.5 million.

Upon approval of these recommendations, the CEO will employ a competitive solicitation process to select one or more TPA(s) who will assume responsibility for negotiating, executing, and managing funding agreements directly with community-based service providers. Upon approval of these recommendations, six recommendations totaling \$17.0 million will be included in a solicitation process for the CFCI funds—see Attachment II.

County Departments

The remaining \$83.0 million in CFCI funding, not administered by a TPA, will be allocated to County departments during the Fiscal Year (FY) 2021-22 Supplemental Budget. County departments will be directed to allocate most of their funding directly to community-based service providers. Both the TPA(s) and departments will be responsible for the collection of qualitative and quantitative data enabling the Advisory Committee to analyze and later evaluate program performance.

Streamlined Contracting Processes

During the pandemic, the justice-involved population has been disproportionately impacted, which has resulted, and continues to result, in poor health outcomes. These circumstances raise the need to alter the County's administrative procedures to provide swift and effective services to the impacted justice-involved community. Here, the need to expedite execution of critical contractual, procurement, and operational transactions is necessary for the County to meet its mission concerning the justice-involved population. In this regard, the CEO will develop a streamlined contracting process intended to expeditiously solicit and review proposals and execute agreements. This process also include the results of a review of the County's standard contract insurance requirements and adjusts them to better align insurance needs with actual risks and to more appropriately delegate risks between the County, the policy holder and insurance provider. These processes are also in alignment with Advisory Committee policy recommendations and will be piloted in departments as a first step to streamline the County's contracting practices.

Infrastructure To Support the Advisory Committee Process

Included in the 32 Tier I proposals is an Advisory Committee recommendation that \$1.0 million be allocated: to hire a Community Engagement Coordinator for the ATI Office; to fund more outreach activities (with a focus on Black-led organizations and expanding the mediums used to conduct outreach); to support participatory budgeting; and to fund the creation of two additional County advisory bodies (one to recommend final decisions

to the Board for CFCI funding distribution and an advisory body comprised of people with mental health needs). Also, in the Advisory Committee's full report, the Advisory Committee recommends that three additional staff be hired and dedicated to supporting the Advisory Committee meetings as well as the spending plan development process.

The impact of the spending plan development process on the Chief Executive Office (not just the ATI Office) operations has been material. The CEO recommends that \$1.0 million or one percent of the CFCI budget be allocated as an administrative carve out to support the CFCI workload consistent with County precedent. For example, Measure H – the quarter-cent sales tax passed by voters in 2016 to support homelessness – contains a one percent administrative carve out to support staff, back-office operations, services, and supplies. Here it is necessary and appropriate to similarly allocate funding. The Chief Executive Office has assessed the ongoing needs of the CFCI program and has identified a need for dedicated budget staff, dedicated contracting staff, and staff dedicated to community engagement and support of the Advisory Committee meetings and other services – such as securing translation services for meeting attendees, meeting support, and digital communications support. Although the \$1.0 million recommended for similar purposes is not sufficient to meet the full need, it will bolster our efforts to support the ongoing needs of this initiative until additional resources can be obtained in future budget phases.

Implementation of Strategic Plan Goals

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

FISCAL IMPACT/FINANCING

There is no net County cost (NCC) impact associated with this Board action as \$100.0 million has already been set aside in the FY 2021-22 Adopted Budget. We plan to make recommendations to your Board during the FY 2021-22 Supplemental Budget phase to transfer the \$100.0 million from the Provisional Financing Uses budget unit to a new CFCI budget unit so that year one of the spending plan can be implemented. It is also recommended that, barring exceptional circumstances, year one programs remain in place for at least two fiscal years to allow sufficient time for program development, thoughtful implementation design, and to address unexpected implementation challenges. Two-year programming will also allow time to design, develop, and test data

collection strategies and refine program monitoring tools and protocols. Because we are unable to design an evaluation plan for each of the proposals at the outset, completion of these tasks will be instrumental in assessing program performance, effectiveness of interventions and outcomes for those receiving services when it is time to evaluate some or all of the proposed programs.

For the reasons stated above, we do not recommend funding for fiscal auditing or program evaluation services in year one for year one implementation while many of these programs will be in their infancy and unlikely to have enough data to support a program evaluation or audit. However, auditing and evaluation are essential components of program delivery using public dollars. Given these considerations, the Chief Executive Office will return to the Board with recommended allocations for auditing and program evaluation in year two of the CFCI program implementation.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On November 3, 2020, the voters of Los Angeles County voted for Measure J which amended the County's charter to require that the County "Set aside a baseline minimum threshold of at least ten percent (10%) of the County's locally generated unrestricted revenues in the general (net County cost [NCC]), as determined annually in the budget process or as otherwise set forth in the County Code or regulations, to be allocated on an annual basis..." (Measure J, section (8)(A)). The full set aside amount must be reached by June 2024. The first phase of the County's three phase budget process occurs in April of each year with presentation of the Recommended Budget to the Board of Supervisors (Board) and preparation for the Recommended Budget begins in December of each year.

Advisory Committee Meetings and Process

On November 10, 2020, the Board established the *Measure J Re-imagine LA Advisory Committee* (Advisory Committee), a seventeen-member body charged with developing spending proposals for the Measure J investments through a transparent and inclusive community engagement process.

The Board instructed the Advisory Committee to submit its spending proposals to the CEO who would, with the advice and consultation of the Executive Directors of the ATI and ARDI offices, submit funding recommendations to the Board during the County's annual budget process.

At the time the Advisory Committee was established, it was assumed that the committee would follow the standard timelines which drive the County's annual budget process. That being the case, the Advisory Committee was convened shortly after the CEO hired the Executive Director for the ATI Office in late September 2020. The full Advisory Committee began meeting in February 2021 and spent the first few meetings tending to administrative matters associated with Brown Act requirements and training on the proper and effective conduct of public meetings. Later, the Advisory Committee turned its attention to establishing the subcommittees charged with developing the spending plan proposals for the Measure J investments.

The Advisory Committee meetings drew approximately 200 attendees regularly and often exceeded the planned two-hour duration. Similarly, subcommittee meeting attendance averaged one-hundred-eighty (180) attendees. Attendance remained consistent throughout the process despite a demanding schedule that saw five subcommittee meetings per week for five (5) consecutive weeks, sometimes flanked by an Advisory Committee meeting during the same week. The Advisory Committee was granted an extension until June 4, 2021, to submit its spending proposals – with the understanding that this amount of time would be insufficient to be included in the CEO's recommendations for the Final Changes Budget in June.

Year One Down Payment and Methodology

While the Advisory Committee, subcommittees, ATI Office staff and others were faithfully meeting, the Chief Executive Office was preparing for the FY 21-22 Recommended Budget, developing the methodology to calculate the set-aside amount, and identifying funding for the year one down payment for Measure J. To that end, on March 16, 2021, the Chief Executive Office issued a memo to your Board advising that the CEO would recommend \$100.0 million as the first year down payment for the Measure J set aside. Subsequently, the CEO participated in several Advisory Committee meetings, including a small group meeting, and provided written responses to questions to explain County budgeting practices, budgeting terminology, and the methodology by which the projected estimated set aside amount was calculated. Our last meeting with the Advisory Committee occurred on August 5, 2021, where the CEO gave an overview of the CEO's recommendations, and answered questions from Advisory Committee members, and listened to public comment.

Measure J Litigation

On June 17, 2021, the Superior Court ruled that Measure J is constitutionally invalid. The court determined that the Measure interferes with the Board of Supervisors' authority under State law to establish the County's budget. In its decision, however, the court made clear that "this case does not involve any evaluation of the policy choices embedded in Measure J. Nor does the court's resolution of this case prohibit in any way the current Board of Supervisors or any future Board, from adopting a budget wholly in line with Measure J's provisions." Undeterred by the court ruling and maintaining its commitment to Measure J, the Board adopted the FY 21-22 Recommended Budget which contained a proposal to fund the year one down payment at \$100.0 million. The court's decision is being appealed.

Advisory Committee's Full Report

Despite the compressed timeframe, the Advisory Committee submitted its report on June 4, 2021. For more detailed information regarding the Advisory Committee's process, observations and recommendations, please refer to the Advisory Committee's full report. Since that time, the CEO has worked diligently with the Executive Directors of ATI and ARDI and their teams, as well as the CEO budget team, and others to vet and contextualize the Tier I proposals. During our process, we lacked helpful written detail in certain cases. In order to avoid gross duplication and maximize all available funding resources, we were cognizant of the potential impact of the State's budget and the need to coordinate and align funding from the County's FY 21-22 Final Changes Budget, and Phase I of the County's ARP with the CFCI spending plan recommendations.

ARP Funding and Legal Requirements

On July 27, 2021, the Board approved the CEO's recommended spending plan for Phase 1 of the County's ARP Spending Plan. The full spending plan can be viewed by following the link below.

<http://file.lacounty.gov/SDSInter/bos/supdocs/160391.pdf>

Other approved provisions of the ARP spending plan share a close nexus to CFCI's focus on direct community investments and alternatives to incarceration. For instance, the ARP spending plan includes direct grants to CBOs providing trauma prevention and violence disruption services, capacity building for justice-focused organizations, youth workforce and wealth-building in low-income and immigrant communities are being made. Every effort has been made to leverage ARP funding, and the CEO will continue to leverage or adjust funding sources to maximize available funding sources and options, given the strict

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federal compliance requirements and their need to be fully expended by 2024. Unlike ARP, CFCI funds are locally generated and not bound by federal regulations, providing greater spending flexibility. However, when feasible, we leveraged CFCI funds to draw down Medi-Cal funding from the State.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

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

NEXT STEPS

Upon approval of these recommendations, the CEO will issue a solicitation to identify a TPA(s) to start the process of deploying CFCI funding to CBOs who provide services identified in the spending plan. Additionally, we will begin working with the departments on the use and deployment of a new streamlined contracting process and tool. This includes training County departments to provide guidance around funding, periodic reporting, and expectations around data collection. The CFCI budget units will be created during the FY 21-22 Supplemental Budget Changes process in October. This will provide sufficient time to complete the solicitation process. Finally, the CEO will continue to support the efforts of the ATI Office and provide quarterly updates as previously instructed.

Respectfully Submitted,



FESIA A. DAVENPORT
Chief Executive Officer

FAD:JMN:TM
SA:VH:gl

Attachments

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

Advisory Committee Priorities & Recommendations

Advisory Committee Tier I Proposals	Description	Advisory Committee Recommended Funding Amount
1 Close Men's Central Jail & Divert People with MH/SUD into Treatment	Support the closure of Men's Central Jail by allocating \$200 Million in Year 1 to immediately expand a mix of housing and service beds for at least 3,600 justice-involved people and the communities most disproportionately impacted by incarceration, poverty, COVID-19, and other low social determinants of health.	\$52.0M
2 Independent Pre Trial Services	Expanded, independent, community-based pretrial services pilots in the communities most severely impacted by incarceration in LA County as identified by the JENI (Justice Equity Need Index) and the JESI (Justice Equity Supply Index), providing services and resources (including culturally-rooted, trauma-informed survivor support), to pretrial populations in their communities, replacing law enforcement supervision, e-incarceration, and pretrial incarceration.	\$10.0M
3 SUD Court-Based Diversion	Program will identify individuals booked into LA County Jail system with Substance Use Disorder (SUD) and will divert them into harm reduction case management services.	\$2.09M
4 Community-Based Legal Services for Immigrants	Program will provide supports, including legal services for detained Black, Brown, Indigenous, Asian, and low-income immigrants/non-citizens, with a focus on detained Black migrants. This funding is to be used and/or distributed by community-based organizations led by directly impacted people.	\$1.5M
5 Home Visitation and Promotores Model	Expand and create Home visitation/promotores model to provide access to resources, jobs, and services to impacted community zip codes, hire community health workers.	\$5.0M
6 Harm Reduction Expansion	Proposal to expand Harm Reduction programming throughout the County including: Harm Reduction Program Expansion (HARP) \$9,000,000, Engagement and Overdose Prevention (EOP) Hubs \$2,000,000, Overdose Education and Naloxone Distribution (OEND) \$2,000,000, and Harm Reduction Skid Row Service Center \$2,000,000.	\$15.0M
7 Substance Use Disorder Workforce Initiative	The program will establish a countywide Substance Use Disorder (SUD) workforce initiative for SUD systems to grow the quality and quantity of the behavioral health workforce, particularly involving justice-involved individuals and individuals with SUD and mental health (MH) conditions within adversely impacted communities.	\$1.0M

Advisory Committee Tier I Proposals	Description	Advisory Committee Recommended Funding Amount
8 AAIMM Doula Program	Funding will support the expansion of LA County's African American Infant and Maternal Mortality Initiative's (AAIMM) efforts to address both the causes of elevated stress and the pathway from stressful experience to adverse outcomes through multiple interventions, including provision of doula care. Doulas are non-clinical professionals trained to provide support and education to promote the healthiest, most satisfying pregnancy and birth experience possible.	\$0.62M
9 Black Homeownership and Wealth Preservation	The Department of Consumer and Business Affairs (DCBA) will partner with local housing counseling organizations to launch a series of homeownership workshops and expand homeownership counseling, including credit counseling, to support potential Black homeowners. The Black Homeownership Program proposes a three-pronged approach that cannot be extricated as each element is essential to the success of the program. The three elements include: 1. Homeownership education and credit counseling 2. Down payment assistance 3. Targeted outreach and marketing	\$2.0M
10 Small Business Support: microgrants, subsidies, other business support	The Program will provide supports in the form of: direct funds, microgrants, subsidies to pay living wages, support to meet the requirements of government contracts, support to set up the infrastructure of a new business, as well as place-based funding that focuses on improving small business corridors throughout the County.	\$0.0
11 Construction of Community-Based Hubs	Fund the construction of mixed-use, community-based hubs, including the Challenger Youth Memorial conversion project, which includes job training, education, housing, small businesses, local food access, access to safe green spaces, reentry support, the arts and other restorative services and programs that prioritize youth, behavioral health, and provide communities with physical infrastructure for peacemaking and other alternatives to incarceration.	\$5.0M
12 ATI Incubator Academy	Build the capacity of community-based organizations to better serve their communities and compete for governmental funding. The program will be operated by a third-party administrator who will match large established community-based organizations with Academy participating organizations and receive technical assistance and training, such as organizational support, human resource and fiscal guidance, contracting with the County of Los Angeles; contract compliance, and service delivery and operational infrastructure (counseling, case management, service navigation).	\$1.39M

Advisory Committee Tier I Proposals	Description	Advisory Committee Recommended Funding Amount
13 Careers for a Cause Training Program	Careers for A Cause (C4C) is a pre-apprenticeship program designed to provide homeless and social services employment skills to low-income individuals with lived experience, including, but not limited to, homelessness and justice-involvement. WDACS proposes to further expand the C4C program to other impacted areas of the County to allow more training opportunities for low-income individuals who have lived homelessness and criminal justice experience.	\$2.62M
14 SECTOR Program	The SECTOR Program aims to expand upon the employment and training options that are currently available for individuals impacted by the justice system and forge pathways into new careers that offer sustainable wages, good benefits, and advancement opportunities.	\$1.0M
15 Community Engagement & Measure J Stakeholder Advisory Board	Expand and improve the opportunity for Measure J-related community engagement by identifying dedicated support staff and community-based organizations to perform surveys, canvassing, and other engagement activities.	\$1.0M
16 Community-Based Intervention Services & Prevention Programs for Youth	Intervention services & programs to young people to prevent their involvement in the carceral system, including: transformative justice and community conflict resolution training, case management, academic & vocational training and support, and arts & cultural programming that affirms their cultures with the ultimate goal of disrupting the School-to-Prison pipeline.	\$3.5M
17 Career/Education Pathway Programs Physical and Online Resource Hubs for Youth	Develop career pathway programs for all youth, including diversionary and foster youth, that includes community involvement and paid work experience in areas such as social work, civic engagement, arts and culture, and science, technology, engineering and mathematics (STEM) fields, including paid internships, fellowships and apprenticeships as well as financial literacy training.	\$3.0M
18 Physical Online Resource/Hubs for Youth	Create Physical Resource Hubs and a 24-Hour Online Resource Hub for all youth to access programs, services, resources, and referrals for housing, mental health, substance abuse, individual and family counseling, food assistance, employment, education support, legal services, and clothing assistance.	\$5.25M
19 Expansion of School-Based Mentorship of Young Black Men	Support the school-based mentorship program "Building a Lifetime of Options and Opportunities for Men" (BLOOM) Alliance, which connects youth with culturally relevant mentors and support social and emotional development through educational supports.	\$2.5M

Advisory Committee Tier I Proposals	Description	Advisory Committee Recommended Funding Amount
20 Re-envision Youth School and Summer Programs Arts in Diversion	Fund and expand after school programs and summer programs, including those that focus on academics/tutoring (such as financial literacy programs), rites of passage, youth development, arts and culture, and mentoring, and are led by community groups as well as school community coalitions. Programs should include training local and emerging youth artists in the community to create culturally relevant artwork for the community run by arts and culture organizations.	\$5.0M
21 Arts in Diversion	This request supports ongoing implementation and expansion of the Arts in Diversion model that would provide year-round programming for an estimated 640 youth expected to be assigned to diversion programs at eight social service organizations in 2021-2022. CBOs provide weekly arts instruction for young people receiving diversion services at community-based social service organizations across the County. In addition to arts instruction for youth, teaching artists also provide arts-based professional development workshops for counseling staff at social service organizations contracted by YDD.	\$1.176M
22 Housing for Health: PSH/Recovery Bridge Housing	Create 250 permanent supportive housing (PSH) slots for people experiencing homelessness who have complex health and/or behavioral health conditions through the provision of rental subsidy support and comprehensive wraparound services. Services include outreach and engagement; housing navigation including housing search and assistance with rental subsidy and lease applications and appointments; move-in assistance including deposits, utilities, furniture, etc.; intensive case management services (ICMS) with ongoing monitoring and follow-up; linkage to health, mental health, and Substance Use Disorder services (may be provided on-site in project-based housing or through field-based services); income and benefits advocacy; assistance with life skills, job skills, and educational and vocational opportunities; crisis intervention; and housing retention and eviction prevention services.	\$11.25M
23 Housing for Health: Recovery Bridge Housing	Recovery Bridge Housing (RBH) is defined as a type of abstinence-focused, peer-supported housing that provides a safe interim living environment for patients who are homeless or unstably housed, and concurrently participating in outpatient type treatment settings. Housing and residing in a safe and stable living environment is often critical to achieve and maintain recovery from substance use disorder (SUD). Research shows that SUD treatment outcomes are better for individuals experiencing homelessness, particularly chronic homelessness, when they are stably housed.	\$2.0M

Advisory Committee Tier I Proposals	Description	Advisory Committee Recommended Funding Amount
24 Addressing Housing Insecurity & Homelessness in the American Indian & Alaska Native Population Breaking Barriers	The requested funding would be utilized to expand the eligibility of the housing services provided by the three Community Services Block Grant Native American Set-Aside funding (CSAIBG) sub-recipient agencies to include individuals and families living above 100% FPL who are at risk of losing their housing or are without stable housing. Funding would also be utilized to enhance current service offerings to current clients including rental assistance, housing vouchers, and accompanying supportive services to those at-risk of losing their housing or without stable housing.	\$0.5M
25 Breaking Barriers Rapid Rehousing and Jobs Program	Breaking Barriers is a rapid re-housing and jobs program combining intensive case management services and employment support. The program currently serves 270, homeless or at imminent risk of homelessness, adult felony probationers, and AB 109 clients, including families, for a maximum of 24 months. Program participants are linked to affordable permanent housing opportunities and assistance with obtaining employment. Move-in and rental assistance are provided to ensure the client has a home while working to increase their income. The program requires the offender to pay a portion of the rent, on a step-down basis, so that within a maximum of 24 months the client takes over the entire rental payment. After a client is stabilized in permanent housing and paying their full rent, the case management team typically provides at least one month of follow-up services prior to the client graduating from the program, thereby freeing up the "slot" for a new enrollment.	\$2.5M
26 Youth-Specific Housing Interventions	Invest in housing programs and interventions that are tailored for at-risk youth and system-impacted transition-age youth. Housing for youth should be informed by individuals with lived experience with the foster care and/or juvenile justice systems, and also implemented by providers with lived experience. As should be the case for all sub-populations, Measure J dollars should not be used to fund youth housing interventions that expand the surveillance of families, and supportive services should be provided but not required in order to access youth housing programs.	\$5.0M
27 Culturally Affirming Family Reunification, Pre-Trial Family Support (Community-Based)	Supportive Services; counseling and support and restorative justice circles for family members Parenting classes; Pretrial family support (including management of child support; help families better understand legal process and legalese to interpret meaning; and support to people returning home and their family members understand terms of community supervision in order to adhere to court and community supervision requirements.	\$2.0M

Advisory Committee Tier I Proposals	Description	Advisory Committee Recommended Funding Amount
28 Community Reentry Center (DOORS)	The Office of Diversion and Reentry partnered to open the Community Reentry Center (CRC) located at 3965 Vermont Ave in Los Angeles called DOORS (Developing Opportunities and Offering Reentry Solutions). DOORS provides an array of comprehensive supportive services to address the barriers of individuals on adult felony supervision, their families, and the community. Such services include but are not limited to housing, employment, legal aid, educational support, mental health assessment and linkage, substance use counseling, and health and healing through the arts. The services are provided in a welcoming environment by County partners and community-based organizations that are considered leaders in the reentry work and experienced professionals with high-risk communities. Priority should be given to the Antelope Valley Area.	\$11.0M
29 Short- and Long-Term Housing with Supportive Services	Fund programs that provide rental assistance to returning Individuals in their first year after release. Provide funding to create housing programs that provide systems navigation, financial literacy, technology support & training, life skills, vocational & technical training, reunification services, and trauma-informed & healing centered care.	\$7.0M
30 Support Services for Returning Transgender & LGBTQI+ members	Expand and create new programs, services, and drop-in centers including: reentry services, violence prevention/Domestic violence & end human trafficking, work force development, legal services, transitional housing, mental health services, food distribution, gender affirming clothing, immigration services, ELS classes, technology training and access, HIV Prevention services, and COVID-19 prevention and education.	\$0.99M
31 Reentry Programming for Women	Reentry Programming for Women seeks to serve the unique needs of women involved in the criminal justice system. Programming will: 1) Promote healthy connections to children, family, significant others, and the community, 2) Comprehensively address substance abuse, trauma, and mental illness, 3) Provide women with opportunities to achieve self-sufficiency, and 4) Reduce recidivism. The program will hire CHWs to provide case management and will incorporate housing and legal services to ensure safety and healing for the clients.	\$3.0M

Advisory Committee Tier I Proposals	Description	Advisory Committee Recommended Funding Amount
32 Fire Camp Program Expansion	Fire Department partnership with California Conservation Corps (CCC), Anti-Recidivism Coalition (ARC), and other organizations devoted to working with individuals who are at risk of being, or are, involved with the justice system, to provide opportunities to serve as a wildland fire fighter and to train and compete for other fire service and LA County jobs. Program budget provided only includes Fire Department costs to implement and run a Fire Academy. It does not include monthly pay for the CCC and ARC participants of the program	\$5.0M
Total		\$170.9M

Care First Community Investment Recommended Spending Plan

		Funding Amount (millions)		Funding Source	Committee Proposed Administrator	CEO Recommended Administrator
		Amount Requested	CEO Recommended			
	Tier I Advisory Committee Proposals			CFCI/Measure J, ARP, Other		
1	Close Men's Central Jail & Divert People with MH/SUD Into Treatment	\$52.0	\$42.0	CFCI/MJ	DHS-ODR	CEO-MCJIT in consultation with DHS, DMH, DPH
2	Independent Pre-Trial Services	\$10.0	\$8.0	CFCI/MJ	TBD	CEO-ATI
3	SUD Court Based Diversion	\$2.1	\$2.0	CFCI/MJ	County Department Funding	DPH-SAPC
4	Community-Based Legal Services for Immigrants	\$1.5	\$3.5	ARP	DCBA	DCBA
5	Home Visitation and Promotoras Model	\$5.0	\$24.2	ARP	TPA	DPH
6	Harm Reduction Expansion	\$15.0	\$6.0	CFCI/MJ	DHS-ODR/ DPH-SAPC	DHS-ODR/ DPH-SAPC
7	Substance Use Disorder Workforce Initiative	\$1.0	\$1.0	CFCI/MJ	DPH-SAPC	DPH-SAPC
8	AAIMM Doula Program	\$0.6	\$0.6	CFCI/MJ	DPH-MCAH	DPH-MCAH
9	Black Homeownership and Wealth Preservation	\$2.0	\$2.0	CFCI/MJ	DCBA	DCBA
10	Small Business Support: microgrants, subsidies, other business support	\$0.0	\$47.5	ARP	TBD	DCBA
11	Construction of Community Based Hubs	\$5.0	\$0.0	See Table III		
12	ATI Incubator Academy	\$1.4	\$1.4	CFCI/MJ	CEO-ATI	CEO-ATI
13	Careers for a Cause Training Program	\$2.6	\$2.6	ARP	WDACS	WDACS
14	SECTOR Program	\$1.0	\$1.0	ARP	DHS-ODR	DHS-ODR
15	Community Engagement & Measure J Stakeholder Advisory Board	\$1.0	\$1.0	CFCI/MJ	NA	CEO
16	Community Based Intervention Services & Prevention Programs for Youth	\$3.0	\$0.0	See Attachment III		
17	Career/Education Pathway Programs	\$3.0	\$3.0	CFCI/MJ	TPA	TPA
18	Physical Online Resource/Hubs for Youth	\$5.3	\$1.5	CFCI/MJ	TPA in consultation with ODR-YDD	CEO-SIB in Consultation with ODR-YDD
19	Expansion of School Based Mentorship of Young Black Men	\$2.5	\$2.5	CFCI/MJ	DHS-ODR	DHS-ODR/YDD
20	Re-envision Youth School and Summer Programs Arts in Diversion	\$5.0	\$4.0	CFCI/MJ	TPA	TPA
21	Arts in Diversion	\$1.2	\$3.9	ARP	ARTS	ARTS
22	Housing for Health: PSH/Recovery Bridge Housing	\$11.3	\$7.0	CFCI/MJ	DHS-HFH	DHS-HFH
23	Housing for Health Recovery Bridge Housing	\$2.0	\$2.0	CFCI/MJ	SAPC	SAPC
24	Addressing Housing Insecurity & Homelessness in the American Indian & Alaska Native Population Breaking Barriers	\$0.5	\$0.5	CFCI/MJ	WDACS	WDACS

		Funding Amount (millions)		Funding Source	Committee Proposed Administrator	CEO Recommended Administrator
		Amount Requested	CEO Recommended			
	Tier I Advisory Committee Proposals			CFCI/Measure J, ARP, Other		
25	Breaking Barriers Rapid Rehousing and Jobs Program	\$2.5	\$2.5	CFCI/MJ	DHS-ODR	DHS-ODR
26	Youth-Specific Housing Interventions	\$5.0	\$4.0	CFCI/MJ	TPA in Consultation with ODR-YDD	TPA
27	Culturally Affirming Family Reunification, Pre-Trial Family Support (Community Based)	\$2.0	\$2.0	CFCI/MJ	TPA	TPA
28	Community Reentry Center (DOORS)	\$11.0	\$3.0	CFCI/MJ	DHS-ODR	DHS-ODR
29	Short and Long Term Housing with Supportive Services	\$7.0	\$0.0	See Attachment III		
30	Support Services for Returning Transgender & LGBTQI+ members	\$1.0	\$1.0	CFCI/MJ	TPA	TPA
31	Reentry Programming for Women	\$3.0	\$3.0	CFCI/MJ	TPA	TPA
32	Fire Camp Program Expansion	\$5.0	\$5.0	ARP	TPA	LACoFD
Subtotal: Amount of ARP Funded Proposal		\$0.0	\$87.7			
Subtotal: Amount of CFCI/MJ Recommended Funding Proposals		\$170.9	\$100.0			
Total Amount of Funding		\$170.9	\$187.7			

Quick Reference Table

Relevant Facts	Amount/Number
Total amount of Tier I Proposals Recommended by Advisory Committee	\$170.9
Total amount of Tier I Proposals Funded with CFCI/Measure J Funds	\$100.0
Total amount of Tier I Proposals Funded with American Rescue Plan Funds	\$87.7
Total number of Tier I Proposals Administered by Third Party Administrator(s)	6
Total number of Tier I Proposals Administered by County Departments	23

Glossary

ARP	American Rescue Plan
CFCI	Care First Community Investment
MJ	Measure J
TPA	Third Party Administrator
CEO-ATI	Chief Executive Office - Alternatives to Incarceration
CEO-SIB	Chief Executive Office -Service Integration Branch
DPH-SAPC	Department of Public Health - Substance Abuse Prevention and Control
DHS-ODR	Department of Health Services - Office of Diversion and Reentry
DMH	Department of Mental Health
DPH-MCAH	Department of Public Health - The Maternal, Child, and Adolescent Health Programs
DCBA	Department of Consumer and Business Affairs
DHS-HFH	Department of Public Health- Housing For Health
WDACS	Department of Workforce Development, Aging and Community Services
LACoFD	Los Angeles County Fire Department

Proposals Not Currently Funded, With Additional Information Requested

#	Advisory Committee Tier I Proposals	Additional Information Sought and Next Steps
11	Construction of Community Based Hubs - \$5M	<p>This proposal seeks to fund the construction of mixed-use community-based hubs.</p> <p>On July 27, 2021, the Board approved Phase I of the County's American Rescue Spending Plan which can serve as an alternative funding source for this specific project since it includes both a housing and capital construction component. With regard to the other unidentified hub locations, additional information is required regarding specific space uses and types of programming, space requirements, and locations. With this more specific information, the CEO's office can work to identify potential locations for such hubs, an essential step to identify feasibility of a plan, and ultimately identify necessary costs.</p> <p>Additional Information Required: Information regarding the amount and type of space needed.</p>
16	Community Based Intervention Services & Prevention Programs for Youth - \$3M	<p>This program seeks intervention services and programs to young people to prevent involvement in the carceral system by providing community conflict resolution training, academic and vocational training, culturally affirming arts programming with the ultimate aim of disrupting the school to prison pipeline.</p> <p>Many of the programmatic goals include components of other existing programs being funded either under CFCI/MJ or ARP (such as the Arts Education program for Vulnerable LA County Schools, Creative Career Pathways for Youth) and/or other County programming including the recently Board-approved \$6.5M Tayppportunity program and services provided by the Youth Development Department. Tayppportunity is a Department of Public Social Services program for transitional aged youth, has a basic income component as well as a vocational training and job development component. Finally, in the FY 21-22 Final Changes Budget, the Board approved a recommendation to fully fund the Youth Development and Diversion Program to expand services to 100% of eligible youth. CEO will seek more specifics from the Advisory Committee with respect to this proposal and will confirm that these program components are not already being provided.</p> <p>Additional Information Required: Confirm that there are unique components of this program and that the program design, model, proposed services, catchment area not being provided by existing programming.</p>

**Advisory Committee
Tier I Proposals**

**Additional Information Sought
and Next Steps**

29 Short and Long Term
Housing with Supportive
Services -\$7M

On July 27, 2021, the Board approved Phase I of the County's American Rescue Plan Spending Plan. The plan includes over \$390M in funding for: converting interim housing into permanent housing, intensive case management services, operating costs for interim housing sites, development of permanent supportive housing, construction, Project Homekey 2.0, and rental subsidies for permanent supportive housing.

This \$390M is time-limited funding and complements the County's investments under Measure H, budgeted at \$454.8M for FY 21-22 including \$144M for Interim Housing and \$193M for Permanent Supportive Housing, inclusive of supportive services.

This recommendation will be further vetted and deferred to a future budget phase.