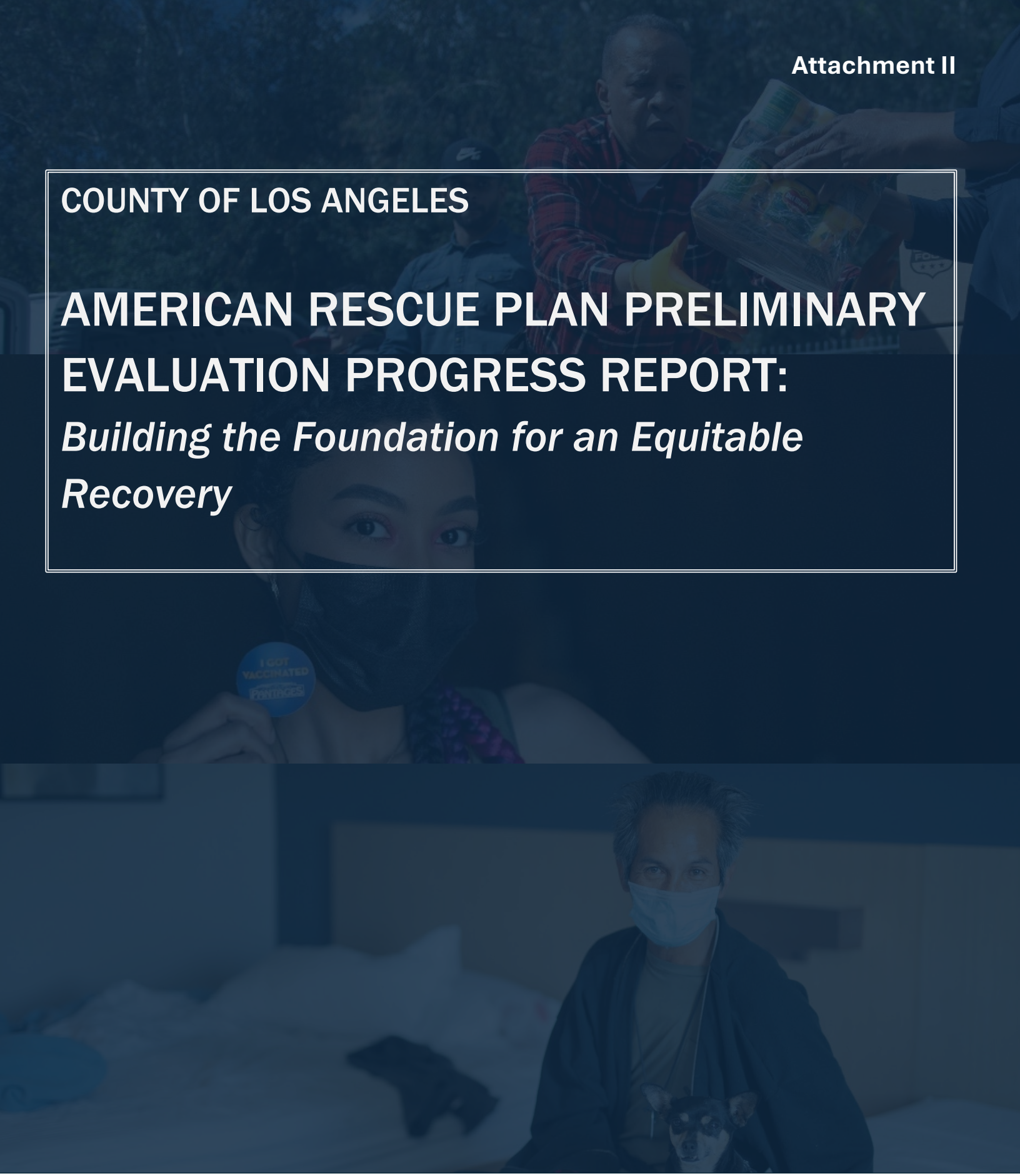
Attachment II

COUNTY OF LOS ANGELES

AMERICAN RESCUE PLAN PRELIMINARY EVALUATION PROGRESS REPORT:

Building the Foundation for an Equitable Recovery



County of Los Angeles Anti-Racism, Diversity, & Inclusion

CREATING AN LA COUNTY WHERE WE ALL THRIVE

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Acknowledgments

The County of Los Angeles acknowledges the Board of Supervisors for their enduring dedication to strengthening communities and enhancing the quality of life for residents countywide.

Supervisor Hilda L. Solis, First District

Supervisor Holly J. Mitchell, Second District

Supervisor Lindsey P. Horvath, Third District

Supervisor Janice Hahn, Fourth District

Supervisor Kathryn Barger, Fifth District

We would also like to thank the Chief Executive Officer, Fesia Davenport, and her staff.

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Executive Summary

In March 2021, the American Rescue Plan (ARP) Act provided Los Angeles County with an unprecedented opportunity: nearly $1.95 billion in federal recovery funds (the largest county-level allocation in the nation) to address the profound impacts of the COVID-19 pandemic and build toward a more inclusive future. This first report establishes these efforts and provides how the County transformed that opportunity into action, documenting the systems built, the investments made, and the early progress achieved as 116 projects continue serving Angelenos across every corner of the County.

Report Purpose

The pandemic did not affect all communities equally. Low-income households, essential workers, and those already facing housing instability or health disparities experienced the greatest strain. Recognizing this, the Board of Supervisors (Board) directed the County to comply with federal requirements in pursuit of a recovery strategy centered on inclusiveness, ensuring the allocation of resources aligned with the greatest needs.

To operationalize this vision, the County developed an innovative framework that included:

- **COVID-19 Vulnerability and Recovery Index** to identify the census tracts most impacted by the pandemic.
- **Funding Formula** to guide resource allocation toward communities of greatest need.
- **Equity Explorer Mapping Tool** to help departments target investments with geographic precision.
- **Streamlined contracting processes** designed to reach smaller community-based organizations that have faced barriers to accessing government funding.

These tools established the infrastructure for a needs-driven recovery and reflect the County's commitment to transparency and accountability throughout the ARP program.

The County's $1.95 Billion Investment

With this framework in place, the County organized its investments into five strategic themes, each addressing critical dimensions of pandemic recovery (see Table 1):

Table 1: *Strategic Themes by Allocation and Focus Areas*

Themes	Projects	Allocation	Focus Areas
Housing & Homelessness	32	~$1.1 billion	Rental assistance, homelessness prevention, supportive housing, and affordable housing development.
Health & Wellbeing	26	~$263 million	Public health infrastructure, violence prevention, maternal health, and community wellness facilities.
Community Development & Support	23	~$187 million	Digital equity, food security, immigrant services, and arts and cultural recovery.
Economic & Workforce Development	15	~$177 million	Job training, small business support, childcare providers, and financial capability programs.
Justice Reform & Public Safety	14	~$142 million	Reentry employment, behavioral health crisis response, youth development, and community-based alternatives.

These investments reflect the County's strategic priorities. The largest share went to Housing and Homelessness, recognizing the severity of the region's housing crisis and the pandemic's role in accelerating displacement. Health and Wellbeing projects addressed both the direct toll of COVID-19 and its secondary effects on community wellness. Community Development investments tackled the digital divide, strengthened food systems, and preserved cultural assets. Economic and Workforce Development connected displaced workers to employment while supporting small business recovery. Justice Reform initiatives advanced community-based alternatives to incarceration while creating pathways for returning Angelenos.

Scope of This Report

Across all five themes, implementation remains actively underway. Departments are delivering services, collecting data, and refining their approaches as they learn what works. This report captures that work in progress, presenting preliminary findings through September 2025 rather than final conclusions. This distinction matters, and Table 2 outlines the difference between this initial report and the final evaluation.

Table 2: *Focus of Present and Future Reporting*

	The First Report	The Final Evaluation
Timing	During active implementation (through Sept. 2025).	After all projects are completed (Dec. 2026).
Purpose	Document infrastructure, track early progress, and establish evaluation baseline.	Assess comprehensive outcomes and long-term impact.
Findings	Preliminary milestones and emerging lessons.	Conclusive results and measurable improvements.
Scope	Systems built, populations served, and geographic reach.	Full impact on Angelenos' lives; lessons for future investments.

The data shared here (e.g., the households assisted, the individuals served, the infrastructure constructed) represent early milestones in a longer journey. Many projects

are still ramping up, and the full impact of these investments will only become clear as programs reach maturity. This report establishes the baseline from which that final evaluation will proceed.

Roadmap: Structure and Contents of This Report

The sections that follow walk readers through the County's ARP story in detail:

- **Section I: The American Rescue Plan Act** provides the federal context for ARP Coronavirus State and Local Fiscal Recovery Funds (SLFRF), including the U.S. Department of the Treasury's (Treasury's) guidance on eligible uses, priority populations, and reporting requirements.

- **Section II: LA County's Strategic Allocation Plan** describes how the County developed its approach through Board directives, the two-phase spending plan, five strategic pillars, and inclusive framework.

- **Section III: Design and Implementation** details the operational systems including project design processes, the ARP Tracking and Reporting Portal, needs-based contracting, community outreach, and public accountability tools.

- **Section IV: Reporting and Evaluation** discusses the County's evaluation vision, methodology, standardized outcomes, and data collection processes informing both this report and the final evaluation.

- **Section V: ARP SLFRF Projects by Theme** includes a detailed presentation of all five themes, including for each:
    - Project goals and funding allocations
    - Impact statements and project designs
    - Alignment with Treasury and Board requirements
    - Preliminary data through September 2025
    - Emerging outcomes and lessons learned

- **Section VI: Moving Forward to an Inclusive Recovery** summarizes the progress, acknowledging the work ahead and the County's commitment to completing a rigorous final evaluation.

A Foundation for Lasting Change

This report documents and formally presents the efforts, infrastructure, coordination, reimagination, and innovation undertaken by the County and its participating departments to comply with Treasury's minimum requirements in a crisis response to

build lasting systems change that improves Angelenos' lives well beyond this initiative. The nearly $1.95 billion investment represents not just emergency relief but a strategic effort to address long-standing disparities that the pandemic exposed and exacerbated.

As projects continue and data deepens, this report stands as the record of how Los Angeles County approached that challenge: with intentionality, transparency, and an unwavering focus on the communities that need support the most.

Section I

The American Rescue Plan Act and Los Angeles County's Coronavirus State and Local Fiscal Recovery Funds Initiative

The American Rescue Plan Act

The American Rescue Plan (ARP) Act of 2021 was signed into law on March 11, 2021 providing $1.9 trillion in federal funds to facilitate national recovery from the COVID-19 pandemic.[1] The law established the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program to disburse $350 billion to support State, territorial, local, and Tribal governments as they responded to, and recovered from, the COVID-19 public health emergency.

The U.S. Department of the Treasury (Treasury) administers the ARP SLFRF program and designed it to provide recipient governments broad flexibility to expend funds in a manner that addresses the unique needs of their communities. Within two months of authorization of ARP SLFRF, Treasury made funding available for recipients, providing an unprecedented opportunity for State, territorial, local, and Tribal governments to expend funds by providing resources to address the profound impacts of the pandemic and build toward long-term resilience and recovery across the country.

Treasury's Vision for the ARP SLFRF Program

Treasury's Final Rule[2] and supporting guidance were designed to ensure ARP SLFRF funds were used to help affected and disproportionately impacted families, businesses, and hardest-hit communities recover from the COVID-19 pandemic through strategies that create long-term institutional impact and recovery efforts.

The County complied with Treasury's minimum requirements, aligning its recovery strategy with federal inclusivity and innovation priorities, including the White House's "Advancing Equity Through the American Rescue Plan" and the Treasury's "Economic Recovery Learning Agenda."[3,4] This approach reflects the County's commitment to transforming recovery into lasting opportunity for Angelenos, which followed Treasury's

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[1] Congress.gov, "H.R.1319 - 117th Congress (2021-2022): American Rescue Plan Act of 2021," March 11, 2021, available at: https://www.congress.gov/bill/117th-congress/house-bill/1319.
[2] Treas. Reg. 31 CFR 35, pg. 11, available at: https://home.treasury.gov/system/files/136/SLFRF-Final-Rule.pdf.
[3] The White House, "Advancing Equity Through the American Rescue Plan," May 2022, available at: https://bidenwhitehouse.archives.gov/wp-content/uploads/2022/05/ADVANCING-EQUITY-THROUGH-THE-AMERICAN-RESCUE-PLAN.pdf.
[4] Department of the Treasury, Office of Recovery Programs, "Economic Recovery Learning Agenda," November 2023, available at: https://home.treasury.gov/system/files/136/ORP-Learning-Agenda-Final.pdf.

guidance at the time. These guidance documents established guiding federal principles for the ARP SLFRF program, including advising all recipients to:

- **Direct ARP SLFRF resources to communities and individuals in greatest need of assistance** and ensure that funds are allocated to disproportionately impacted communities. This includes identifying key areas of need, prioritizing funding for essential services, and implementing outreach strategies to maximize the impact of financial assistance.

- **Integrate performance management into the ARP SLFRF program** by establishing a structured approach to allocating funds, designing projects, and monitoring, evaluating, and improving program outcomes. Namely, setting measurable goals, tracking and reporting key performance indicators and outcomes, and using data-driven decision-making to enhance the effectiveness and efficiency of SLFRF investments.

- **Contribute to national learning efforts to assess project outcomes for the $350 billion dollar ARP SLFRF program.** This includes supporting federal efforts to evaluate the impact of ARP SLFRF-funded initiatives across the country by sharing insights, data, and best practices. Recipients were encouraged to participate in national evaluation efforts to help shape the future of inclusive and effective federal funding programs.

- **Define and execute jurisdictional equity goals.** Treasury encouraged recipients to use ARP SLFRF to "sustain and strengthen the economic recovery, maintain vital public services, and make investments that support long-term growth, opportunity, and equity."[5]

Treasury's ARP SLFRF Guidance

As a new and unprecedented funding program, Treasury established clear guidelines for ARP SLFRF on how recipients can use these funds to maximize their effectiveness while ensuring compliance. This section outlines key Treasury requirements for the program, including eligible uses, populations intended to be served, and reporting obligations.

Eligible Uses

The ARP SLFRF program provides flexible funding to State, local, territorial, and Tribal governments to respond to the COVID-19 pandemic and its local economic effects. This funding is intended to help governments address the public health crisis, mitigate its

[5] Treas. Reg. 31 CFR 35, pg. 11, available at: https://home.treasury.gov/system/files/136/SLFRF-Final-Rule.pdf.

economic impacts, invest in critical infrastructure, and support impacted households, businesses, non-profits, and industries. Treasury outlines eight broad eligible use categories for funding:[6]

1. **Respond to Public Health Impacts:** Fund programs and services that respond to and mitigate the effects of COVID-19, including vaccination efforts, healthcare services, and behavioral health initiatives.
2. **Address Negative Economic Impacts of the Pandemic:** Support households, non-profits, small businesses, and industries impacted by the pandemic to support economic recovery.
3. **Provide Premium Pay for Essential Workers:** Appropriately compensate frontline essential workers who performed critical duties during the pandemic.
4. **Invest in Water, Sewer, and Broadband Infrastructure:** Support infrastructure projects that improve access to clean drinking water, modernize wastewater systems, and expand high-speed internet to underserved communities.
5. **Provide Emergency Relief from Natural Disasters:** Assist communities recovering from natural disasters by funding response efforts, infrastructure repairs, and resilience measures.
6. **Fund Surface Transportation Projects:** Invest in transportation infrastructure projects.
7. **Support Title I Projects:** Fund education initiatives that support schools in low-income communities, helping to close achievement gaps and enhance student opportunities.
8. **Provide Government Services:** Ensure the continuity of government services by allowing recipients to use the funds up to the amount of revenue loss related to the pandemic.

Eligible Populations

Treasury requires recipients of ARP SLFRF to prioritize investments in communities most affected by the COVID-19 pandemic. Specifically, funding was intended to be directed toward **impacted and disproportionately impacted populations**, ensuring resources reached those with the greatest need, including:[7]

- Low- and moderate-income households or communities
- Households that experienced unemployment
- Households that experienced increased food or housing insecurity
- Households that qualify for federal assistance programs

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[6] U.S. Department of the Treasury, "Eligible Uses", available at: https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds/eligible-uses

[7] U.S. Department of the Treasury, "Project and Expenditure Report User Guide", pg. 161, available at: https://home.treasury.gov/system/files/136/January-2025-PE-Report-User-Guide.pdf

- Students that lost access to in-person instruction and Title I eligible schools
- Households and populations residing in Qualified Census Tracts
- "Other households or populations that experienced a negative economic impact"

Additionally, Treasury offers communities flexibility in identifying the populations and households affected by the COVID-19 pandemic, allowing them to design programs that are appropriately scaled and targeted to address local needs.[8]

Required Reporting to Treasury

As a recipient of ARP SLFRF, the County is required to submit reports to Treasury, which include quarterly reports on projects funded, contracts, subawards, and expenditures. In each quarterly report, Treasury requires recipients to describe programs funded with ARP SLFRF and identify the impacted and disproportionately impacted populations served by each ARP SLFRF-funded program.[9] Treasury regularly publishes quarterly reporting data submitted by recipients.[10]

Annually, the County must submit a Recovery Plan Performance Report, which provides more detailed information on projects funded, including an update on the progress of program outcomes, and information to demonstrate the funding is expended in an inclusive and effective manner.[11] The County's Recovery Plan Performance Reports are published on the Chief Executive Office's American Rescue Plan Website.

With this federal framework established, the following section describes how Los Angeles County (recipient of the largest county-level ARP allocation in the nation) developed its strategic approach to transform these federal resources into meaningful local impact.

[8] U.S. Department of the Treasury, "Project and Expenditure Report User Guide", pg. 161, available at: https://home.treasury.gov/system/files/136/January-2025-PE-Report-User-Guide.pdf
[9] U.S. Department of the Treasury, "Project and Expenditure Report User Guide", pg. 161, available at: https://home.treasury.gov/system/files/136/January-2025-PE-Report-User-Guide.pdf
[10] U.S. Department of the Treasury, "Public Data", available at: https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds/public-data
[11] Department of Treasury, "Compliance and Reporting Guidance: State and Local Fiscal Recovery Funds," pg. 17, available at: https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf.

Section II

LA County's Coronavirus State and Local Fiscal Recovery Funds (SLFRF) Initiative

Strategic allocation and framework

The County of Los Angeles (County) received the nation's largest county-level American Rescue Plan (ARP) SLFRF allocation, totaling nearly $1.95 billion. The County's allocation reflects its substantial population size, current public health challenges, and socioeconomic disparities highlighted by the pandemic. The scale of the COVID-19 pandemic further deepened these disparities in health and economic outcomes for the County's most vulnerable populations. The County's Board of Supervisors (Board) identified the tremendous opportunity the ARP SLFRF program provided to address these historic disparities and positively impact millions of County residents.

Board Directives and Strategic Vision

On July 13, 2021, the Board adopted a motion to strategically use ARP SLFRF funds for the maximum benefit of communities facing disproportionate health and economic impacts of the pandemic by "centering equity, harm reduction, and providing proportional resources to address the needs of [the County's] residents and communities."[12] Shortly after receiving ARP SLFRF funding, the Board adopted a County spending plan aligned with the Board's directives to utilize funding for an inclusive recovery from the pandemic.[13]

The County complied with Treasury's minimum requirements, aligning its recovery strategy with federal inclusivity and innovation priorities. This approach reflects the County's commitment to transforming recovery into lasting opportunities for Angelenos. To guide the successful implementation of the spending plan for the ARP SLFRF program, the Board directed the Chief Executive Officer to leverage the Anti-Racism, Diversity, and Inclusion (CEO-ARDI) Initiative, the Department of Consumer and Business Affairs' Office of Immigrant Affairs (DCBA-OIA), and the Los Angeles City/County Native American Indian Commission and collaborate with the Internal Services Department and relevant stakeholders to develop various tools to align implementation of ARP SLFRF with the Board's vision. These resources included:

- Countywide Equity Guiding Principles (see Table 3) to support cohesive decision-making aimed at serving those most impacted by the pandemic.

[12] County of Los Angeles Board of Supervisors, "Recovering Better than Before: Ensuring Equitable Implementation of American Rescue Plan," July 13, 2021, pg. 4, available at: https://file.lacounty.gov/SDSInter/bos/supdocs/159913.pdf.
[13] County of Los Angeles Board of Supervisors, "Approval of the American Rescue Plan Fiscal Recovery Funds Spending Plan," July 21, 2021, available at: https://file.lacounty.gov/SDSInter/bos/supdocs/160391.pdf.

- A funding formula for ARP SLFRF allocations to ensure resources go to the County's communities most in need.
- A public-facing ARP Project Dashboard that displays ARP SLFRF-funded programs, performance metrics, and project outcomes.[14]

The County's spending plan, in combination with the implementation tools described above, demonstrated the Board's commitment to a needs-driven, community-centered, and transparent approach to administering ARP SLFRF funds within Los Angeles County.

Table 3: *Countywide Equity Guiding Principles*

Countywide Equity Guiding Principles	Implementation Actions
Reduce racial disparities in life outcomes and investments.	Prioritize resource allocation using disaggregated data and needs-based indices.
Prioritize disadvantaged geographies and populations.	Deploy targeted outreach, local hiring, and small business supports in high-need communities.
Engage residents and community stakeholders.	Integrate lived experience and CBO partnerships into program design and implementation.
Improve long-term, intergenerational outcomes.	Focus on sustainable housing, education, and workforce initiatives.
Data-driven equity assessment.	The use of data to assess and communicate community needs and track progress effectively over time.
Use and disaggregate data to assess progress.	Report metrics by race/ethnicity, geography, and income.
Collaborate across departments and leadership.	Implement cross-sector task forces coordinating on County priorities.
Act urgently and boldly for tangible results.	Fast track funding for immediately needed interventions and measure service expansions.
Workforce equity alignment.	Align policies, processes, and practices across County personnel, contractors, and vendors to address equity challenges.
Early intervention and prevention.	Prioritize early actions and focus on long-term preventive strategies to reduce inequities.

ARP SLFRF Spending Plan

The Board tasked the Chief Executive Officer with developing recommendations for a strategic spending plan for the County's ARP SLFRF allocation that met the Board's equitable recovery directives and aligned with Treasury guidelines for SLFRF disbursement. Two phases – called tranches – of $975 million were disbursed to the

[14] County of Los Angeles Board of Supervisors, "Recovering Better than Before: Ensuring Equitable Implementation of American Rescue Plan," July 13, 2021, pg. 4, available at: https://file.lacounty.gov/SDSInter/bos/supdocs/159913.pdf.

County in May 2021 and May 2022. Phase one of the County spending plan was adopted on July 27, 2021,[15] and phase two was adopted on September 13, 2022.[16]

The plan is designed to create a 'Better Than Before' recovery from the pandemic for LA County residents and "…invests heavily (and directly) in hard-hit disadvantaged communities and advances innovative, equity-focused programs to address entrenched challenges ranging from homelessness and poverty to the unique needs of immigrants, small businesses, justice-involved individuals, and survivors of trauma, including domestic violence and hate crimes."[17] Phase one of the spending plan established three investment pillars (see Figure 1) for the County's ARP SLFRF funding:

- **Strategic Pillar 1**: Equity-Focused Investment
- **Strategic Pillar 2**: Building A Bridge to an Equitable Recovery
- **Strategic Pillar 3**: Fiscal Stability and Social Safety Net[18]

The County's phase two spending plan builds on the recovery strategy established under phase one by increasing investments within the three strategic pillars (see Figure 1) established to ensure maximum impact of programs already underway. Each strategic pillar is described in greater detail below along with the total County ARP SLFRF funding allocated.

[15] County of Los Angeles Board of Supervisors, "Approval of the American Rescue Plan Fiscal Recovery Funds Spending Plan," July 21, 2021, available at: https://file.lacounty.gov/SDSInter/bos/supdocs/160391.pdf.
[16] County of Los Angeles Board of Supervisors, "Approval of Phase Two of the American Rescue Plan Local Fiscal Recovery Funds Spending Plan," September 13, 2022, available at: https://file.lacounty.gov/SDSInter/bos/supdocs/172251.pdf.
[17] County of Los Angeles Chief Executive Office, "Phase One American Rescue Plan 2021: American Rescue Plan Summary," available at: https://file.lacounty.gov/SDSInter/lac/1110365_AmericanRescuePlanSummary.pdf?utm_content=&utm_medium=email&utm_name=&utm_source=govdelivery&utm_term=.
[18] County of Los Angeles Chief Executive Office, "LA County Phase One American Rescue Plan 2021," available at: https://file.lacounty.gov/SDSInter/lac/1110366_AmericanRescuePlanPhaseOneSpendingPlan.pdf.

Figure 1: *Three Pillars of Investment*



Strategic Pillar 1: Equity-Focused Investment - $971.3 million

The County's first strategic pillar focuses on emerging from the pandemic better than before through needs-based investments "that will increase housing for people experiencing homelessness, create more affordable housing, resource the Board's 'Care First, Jails Last' vision, reduce the digital divide, and build wealth in communities that have historically been left out of generational wealth gains."[19] These programs serve disproportionately impacted communities who were severely affected by the pandemic and who have faced systemic obstacles to societal and economic participation by directing funding in the following ways:

- Housing for people experiencing homelessness;
- Reducing the affordable housing shortfall;
- Providing community-based diversion, treatment, and reentry as an alternative to jails, expanding the system of care, and supporting de-incarceration;
- Reducing the digital divide;
- Breaking the cycle of intergenerational poverty; and
- Supporting community-based organizations for pandemic recovery services.[20]

Strategic Pillar 2: Building A Bridge to an Equitable Recovery - $324.3 million

The pandemic harmed all residents, especially those living in communities with concentrated and accumulated disadvantage.[21] The second pillar recognizes this

[19] County of Los Angeles Chief Executive Office, "LA County Phase One American Rescue Plan 2021," pg. 1, available at: https://file.lacounty.gov/SDSInter/lac/1110366_AmericanRescuePlanPhaseOneSpendingPlan.pdf.
[20] County of Los Angeles Chief Executive Office, "LA County Phase One American Rescue Plan 2021," pg. 1-6, available at: https://file.lacounty.gov/SDSInter/lac/1110366_AmericanRescuePlanPhaseOneSpendingPlan.pdf.
[21] County of Los Angeles Chief Executive Office, "LA County Phase One American Rescue Plan 2021," pg. 7, available at: https://file.lacounty.gov/SDSInter/lac/1110366_AmericanRescuePlanPhaseOneSpendingPlan.pdf.

disproportionate impact of the pandemic and focuses on supportive services that accelerate recovery for those most negatively affected. This pillar focuses on spending to support:

- Small businesses, entrepreneurs, and nonprofits;
- Arts and the creative economy;
- Employment opportunities for workers and youth;
- Stable housing through rental relief and homeowner resources;
- Healthy families;
- Efforts to address trauma and violence; and
- Food resources.[22]

Strategic Pillar 3: Fiscal Stability and Social Safety Net - $654.4 Million

During the pandemic, the County expanded its safety net programs when its community needed them the most despite facing revenue reduction that forced cuts to department resources. The third pillar seeks to solidify the County's safety net programs financially as the public health emergency subsides. This is achieved through investments in:

- The County's existing safety net programs;
- Hyperlocal and community-based outreach to ensure inclusive access to services for all; and
- Support for the ongoing public health response to COVID-19[23]

Together these three pillars and the comprehensive vision outlined in the County spending plan make actionable a once-in-a-generation opportunity to close the gap in economic and health disparities exacerbated by the COVID-19 pandemic.

Evolving Spending Plan: Responsive Allocation Opportunities

The County's spending plan provided an overall strategy for ARP SLFRF expenditure. However, the County remained committed to ensuring ARP SLFRF was responsive to emerging needs of the community, and when necessary, reallocated funding or accelerated expenditures within the established spending framework.

Described below are just three examples of how County leadership reallocated funds through its needs-based lens to address emergent challenges during the pandemic affecting LA County's workers and its community through evidence-based interventions.

[22] County of Los Angeles Chief Executive Office, "LA County Phase Two American Rescue Plan 2022," available at: https://file.lacounty.gov/SDSInter/lac/1130365_AmericanRescuePlanPhaseIISummaryAttachmentI.pdf.
[23] County of Los Angeles Chief Executive Office, "LA County Phase One American Rescue Plan 2021," available at: https://file.lacounty.gov/SDSInter/lac/1110366_AmericanRescuePlanPhaseOneSpendingPlan.pdf.

Closing the Digital Divide

Shortly after adoption of the phase one spending plan, the Board saw a need to accelerate the effort to close the digital divide within the county. The pandemic highlighted disparities in access to reliable Internet when COVID-19 forced many day-to-day activities online, including school, work, social services, and medical care. Phase one of the spending plan set aside $12 million under Pillar One to attack the Digital Divide in Los Angeles County.[24] Under Phase Two of the spending plan, the Board committed another $65.65 million to attack the Digital Divide, including funding a new program designed to accelerate progress by deploying Wi-Fi mesh networks in digital deserts within high-need County neighborhoods alongside significant investments in technology access points such as libraries and community centers.[25]

Response to Omicron

In early 2022, the Omicron variant of COVID-19 was surging in the county. Businesses and workers without access to COVID-19 rapid testing were unable to leave quarantine and continue work, resulting in missed wages and profits, exacerbating the economic effects of nearly two years under the public health emergency. The Board quickly identified the need to ensure the needs-based distribution of rapid testing capabilities to workers and small businesses in the County's highest need communities. On January 25, 2022, the Board passed a motion to reallocate $7.1 million in funding from COVID-19 response funding in pillar one to the Safer for Work program in pillar two.[26] The Safer for Work program provides free rapid COVID-19 testing kits to community/faith-based organizations and small businesses in high need communities.[27]

Land Bank Pilot Program

On March 1, 2022, the Board directed the Chief Executive Officer to research the feasibility of establishing a Land Bank Pilot Program which would support the preservation and creation of affordable housing along the Los Angeles River.[28] After consideration, ARDI recommended, and the Board approved, the addition of the County Land Bank

[24] County of Los Angeles Chief Executive Office, "LA County Phase One American Rescue Plan 2021," available at: https://file.lacounty.gov/SDSInter/lac/1110366_AmericanRescuePlanPhaseOneSpendingPlan.pdf.
[25] County of Los Angeles Chief Executive Office, "American Rescue Plan Phase Two Spending Plan: $1.95 Billion," available at: https://file.lacounty.gov/SDSInter/lac/1131703_AttachmentII-PhaseTwoDetailedPlan.pdf.
[26] County of Los Angeles Chief Executive Office, "Distributing COVID-19 Tests to Vulnerable Workers and Small Businesses to Keep the County Safer at Work," January 25, 2022, available at: https://file.lacounty.gov/SDSInter/bos/supdocs/166035.pdf.
[27] County of Los Angeles Chief Executive Office, "American Rescue Plan Phase Two Spending Plan: $1.95 Billion," pg. 11, available at: https://file.lacounty.gov/SDSInter/lac/1131703_AttachmentII-PhaseTwoDetailedPlan.pdf.
[28] County of Los Angeles Board of Supervisors, "Establishing the Land Bank for Los Angeles County," March 1, 2021, available at: https://file.lacounty.gov/SDSInter/bos/supdocs/166725.pdf.

program under Pillar One of the County's spending plan. This $40 million program is included in phase two of the spending plan.[29]

Guiding Equity Principles & ARP Budget Principles

Before receiving the first half of $975 million in ARP SLFRF funding, the Board approved a motion in April 2021 to utilize an needs-based lens for the disbursement of funding, as encouraged by Treasury.[30,31] Subsequently, the Board's July 13, 2021 motion tasked the Chief Executive Officer with developing equity principles and a funding formula for ARP SLFRF allocation designed to ensure funding served areas of the County disproportionately impacted by COVID-19.[32]

In response, the Chief Executive Office (CEO) presented 10 Countywide Equity Guiding Principles and eight ARP Budget Principles (see Tables 4 and 5) to support cohesive decision-making aimed at serving those disproportionately impacted by the pandemic.[33] These principles were developed in collaboration with the Coalition for Equitable ARPA Implementation and other relevant stakeholders. These principles were later adopted Countywide as part of the Los Angeles County Racial Equity Strategic Plan and codified in the 2024-2030 Los Angeles County Strategic Plan.

Table 4: ***Countywide Equity Guiding Principles***

Principle	Description
Reduce racial disparities	Address and eliminate racial inequities in both life outcomes and public investments that shape those outcomes.
Prioritize disadvantaged communities	Create and execute strategies that identify, prioritize, and effectively support the most disadvantaged geographies and populations.
Authentic community engagement	Involve community residents, organizations, and stakeholders in shaping interventions, policies, programs, and investments.
Focus on long-term impact	Aim to improve outcomes across generations, both intergenerationally and multi-generationally.
Data-driven equity assessment	Use data to assess and communicate equity needs and track progress effectively over time.
Disaggregated data analysis	Break down data within racial, ethnic, and demographic subgroups for deeper and more accurate understanding.
Collaborative cross-departmental work	Foster intentional collaboration across departments, leadership levels, and decision-makers.

[29] County of Los Angeles Chief Executive Office, "American Rescue Plan Phase Two Spending Plan: $1.95 Billion," pg. 3, available at: https://file.lacounty.gov/SDSInter/lac/1131703_AttachmentII-PhaseTwoDetailedPlan.pdf.
[30] County of Los Angeles Board of Supervisors, "County Investments to Expand Equity and Economic Recovery Services," April 20, 2021, available at: https://file.lacounty.gov/SDSInter/bos/supdocs/157575.pdf.
[31] The White House, "Advancing Equity through the American Rescue Plan," May 2022, pg. 26, available at: https://bidenwhitehouse.archives.gov/wp-content/uploads/2022/05/ADVANCING-EQUITY-THROUGH-THE-AMERICAN-RESCUE-PLAN.pdf.
[32] County of Los Angeles Board of Supervisors, "Recovering Better than Before: Ensuring Equitable Implementation of American Rescue Plan," July 13, 2021, pg. 4, available at: https://file.lacounty.gov/SDSInter/bos/supdocs/159913.pdf.
[33] County of Los Angeles Chief Executive Office, "Report on Recovering Better Than Before: Ensuring Equitable Implementation of the American Rescue Plan Act," August 13, 2021, available at: https://ceo.lacounty.gov/wp-content/uploads/2022/01/Board-Memo-Recovering-Better-Than-Before-Ensuring-Equitable-Implementation-of-the-American-Rescue-Plan-8.13.21.pdf.

Principle	Description
Urgency and bold action	Take decisive and courageous actions to achieve measurable, tangible results.
Workforce equity alignment	Align policies, processes, and practices across County personnel, contractors, and vendors to address equity challenges.
Early intervention and prevention	Prioritize early actions and focus on long-term preventive strategies to reduce inequities.

Table 5: ***ARP Budget Equity Principles***

Principle	Description
Dedicate ARPA funds to equity goals	Use ARPA funds and resources to reduce and close race and gender equity gaps, focusing on root causes and drivers of inequity.
Transparency and accountability	Lead with transparency and accountability during critical stages of program implementation by reporting progress and actively seeking community input and engagement in delivering services.
Eligibility and inclusion	Serve eligible immigrants and system-impacted communities, including those with criminal histories, with new or existing programs funded by ARP dollars.
Program accessibility	Ensure new and existing programs and services are accessible to disadvantaged communities without fear of intimidation or judgment.
Service availability	Services must be culturally and linguistically accessible, near transit, available in-person/over the phone, during days and hours when working individuals can access services and delivered by trusted messengers.
Community-based organization (CBO) support	Provide opportunities and technical assistance to support CBOs access County funds. Leverage existing contracting reform strategies and third-party administrator programs.
Impact assessment before further allocation	Prior to the allocation of additional ARPA funding, assess the impact of the initial round of allocated ARPA funding and programs.
Health and wellness investment	ARPA funds and resources should be used to support and uplift the health and wellness needs of communities who have experienced historic disinvestment, over-policing, and been impacted most by the pandemic. Funds should not be used to advance suppression-based efforts via incarceration and policing.

ARP Funding Formula

To ensure appropriate allocation, the CEO also proposed a funding formula to guide where the County should direct ARP SLFRF funding throughout the County. This formula is based on the COVID-19 Vulnerability and Recovery Index described in greater detail below, which stratifies County cities and communities into five need tiers, ranging from highest to lowest need, using census tract-level data. Based on the Index, the funding formula recommends the percentage of ARP SLFRF funds that should be directed to each need tier (see Table 6). The percentages demonstrate the importance of investing in all areas of the county while prioritizing greater investments in the communities disproportionately impacted.

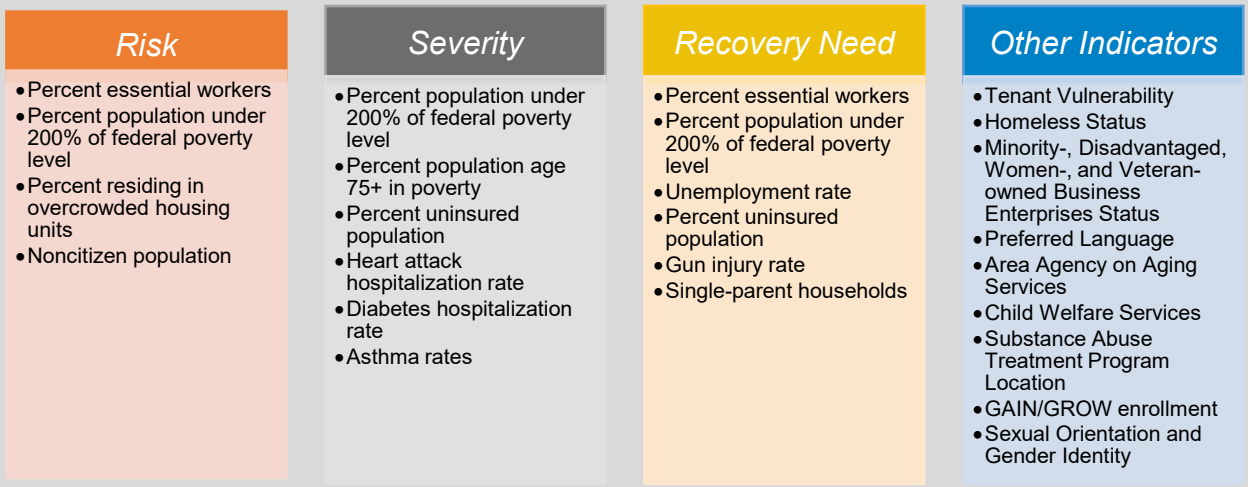
Table 6: F*unding Formula by Tier and Allocation*

Funding Formula[34]					
Need Tier	Highest	High	Moderate	Low	Lowest
Percent Allocation	40%	35%	20%	3%	2%

COVID Vulnerability and Recovery Index

The health, social, and economic circumstances experienced by economically vulnerable communities pre-date and were exacerbated by the pandemic. To account for this disparate impact and help guide ARP investments to where they were needed most, the County partnered with Catalyst California (formerly known as the Advancement Project California) to adapt its statewide index to develop the COVID-19 Vulnerability and Recovery Index (Index; see Figure 2) for the County. The County's Index includes COVID-19-related risk, severity, and recovery need indicators that stratifies County cities and communities into five need tiers, ranging from highest to lowest need, using census tract-level data.

Figure 2: ***The Los Angeles County COVID-19 Vulnerability and Recovery Index***



The recommended Countywide Equity Guiding Principles, ARPA Budget Equity Principles, Los Angeles County COVID-19 Vulnerability and Recovery Index, and Funding Formula were all adopted by the Board for implementation on September 15, 2021.[35]

[34] County of Los Angeles Chief Executive Office, "Report on Recovering Better Than Before: Ensuring Equitable Implementation of the American Rescue Plan Act," August 13, 2021, available at: https://ceo.lacounty.gov/wp-content/uploads/2022/01/Board-Memo-Recovering-Better-Than-Before-Ensuring-Equitable-Implementation-of-the-American-Rescue-Plan-8.13.21.pdf.

[35] Executive Office of the Board, "Statement of Proceedings for the Regular Meeting of The Board of Supervisors of the County of Los Angeles," September 15, 2021, available at: https://file.lacounty.gov/SDSInter/bos/sop/1112973_091521.pdf.

Developing the Administrative Infrastructure Needed to Implement the County's $1.9 Billion ARP SLFRF Program

The American Rescue Plan represents a historic federal investment designed not merely for immediate pandemic relief but as a profound opportunity to reshape systemic barriers revealed by the crisis. Los Angeles County developed a comprehensive infrastructure to ensure that the implementation of ARP funds was strategic, inclusive and sustainable. From the outset, the County recognized that effective deployment of these unprecedented federal resources required not only fiscal oversight but also a deeply coordinated system of governance grounded in transparency, accountability, and inclusivity. To achieve this, the County established a cohesive administrative and programmatic framework encompassing policies, procedures, practices, and personnel designed to translate federal intent into meaningful local impact. The County's strategic utilization of its substantial $1.95 billion allocation, informed by robust federal guidance and local needs-driven principles, positions it as a national model in leveraging federal resources for transformative, inclusive community recovery. This infrastructure is built upon six interconnected components, each essential to translating federal investments into shared community impact.

1. Overarching Framework of "Collective Strategy"

The County adopted a robust "Collective Strategy" approach, modeled after collective impact principles, emphasizing structured collaboration across departments, agencies, and community partners to achieve broad-based inclusive recovery outcomes. This involved:

- **A Shared Vision and Agenda:** Establishment of clear Countywide goals outlined in Board motions, particularly those from July and August 2021 that explicitly emphasized equity as core to ARP implementation.
- **Centralized Coordination:** The provision of centralized strategic leadership through the CEO, in collaboration with the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, including ARDI's Technical Assistance team to guide and support departmental efforts.
- **Consistent Communication and Accountability:** A transparent, public-facing dashboard created to track progress on allocations, expenditures, and outcomes to ensure accountability and inform continuous improvement.

2. Strengths and Assets Leveraged

The County leveraged key existing strengths and assets to rapidly and effectively deploy ARP resources, including:

- **Established Infrastructure:** Existing departmental and community infrastructure developed under previous stimulus programs (e.g., CARES Act) to streamline processes, enhance efficiency, and accelerate deployment.

- **Experience from CARES Act Implementation:** Lessons learned from CARES Act that informed the ARP rollout, particularly emphasizing prioritization of high-impact, high-needs programs and rapid adaptability to shifting community needs.
- **Strong Community Partnerships:** Collaboration with community-based organizations, nonprofits, and local businesses to build trust, facilitate rapid outreach, and effectively engage vulnerable communities.

3. Key Groups and Individuals Facilitating the Process

Implementation success hinged on coordination among key groups and roles, notably:

- **LA County Board of Supervisors:** Set clear priorities and provided consistent leadership and accountability.
- **CEO-ARDI:** Provided strategic oversight, established frameworks, developed technical tools (Equity Explorer), and managed overall ARP strategy implementation to promote inclusivity.
- **Evaluation Consultants:** Provided crucial technical assistance and guidance to County departments, facilitated evaluation, and ensured alignment with the Board's goals.
- **Technical Assistance Team:** Acted as primary support for departmental staff to effectively integrate needs-driven principles, manage reporting requirements, and fulfill Treasury compliance standards.
- **Internal Services Department:** Managed technical aspects of integrating ARP Program Outcome Evaluation templates into reporting systems, ensuring data accuracy and accessibility.

4. Administrative Preparation and Changes

Administrative changes were critical to support ARP implementation, including:

- **Staffing Support:** Departments increased staffing, including temporary hires, to handle increased workloads for new and expanded programs, such as contact tracing, food distribution, and housing initiatives. Technical consultants were hired to provide specialized support for data collection, reporting, and compliance management to support County departments with varying levels of data and evaluation expertise.
- **Contract Changes:** Contracting practices were adjusted to prioritize speed, inclusivity, and accountability, incorporating needs-driven principles directly into procurement processes and emphasizing access to opportunities for small businesses, nonprofits, and community-based partners.

5. Areas of Growth and Lessons Learned

Key lessons from the implementation process include:

- **Prioritization and Sequencing:** The need to sequence the rollout of new programs to ensure sufficient departmental capacity and avoid overloading limited administrative resources.
- **Flexibility and Adaptability:** The benefit of administrative flexibility to shift resources rapidly in response to emerging community needs to allow timely support to high-demand programs and reallocate resources efficiently.
- **Enhanced Data Capacity and Needs-Driven Focus:** The importance of robust data disaggregation (by race, ethnicity, gender identity, economic status) to measure impact effectively and make informed adjustments during implementation.

6. Programmatic Preparation and Changes

Significant programmatic shifts occurred to ensure alignment with needs-driven outcomes:

- **COVID-19 Vulnerability and Recovery Index and Funding Formula:** The County adopted a new COVID-19 Vulnerability and Recovery Index and funding formula to allocate resources proportionately by census tract, prioritizing areas impacted by the pandemic according to defined need tiers.
- **Project Design Guidance:** Departments were required to integrate needs-driven principles into their project designs, clearly identify intended outcomes aligned with Board-mandated goals, and demonstrate measurable impacts.
- **Outreach and Engagement (Including Language Access):** Enhanced outreach was conducted with hyperlocal, culturally competent communication strategies to ensure broad and inclusive community engagement. Language access was significantly expanded across County programs, ensuring communication in at least 14 threshold languages for limited English proficient (LEP) communities, thereby increasing program accessibility and effectiveness.

Through deliberate planning, structural innovation, and unwavering commitment to tailoring investments and program implementation based on community needs, Los Angeles County successfully built the administrative and programmatic foundation required to implement the American Rescue Plan at scale. The County's Collective Strategy model fostered cross-departmental collaboration and accountability, while the integration of needs-driven principles into every policy, contract, and funding decision helped investments reach those most affected by the pandemic.

By aligning infrastructure development with needs-driven outcomes, supported by data transparency, community partnerships, and strong leadership, the County not only prioritized recovery but also institutionalized practices that will continue to guide

governance well beyond the life of ARP funding. This coordinated infrastructure transformed federal relief into a lasting local framework for resilience, positioning Los Angeles County to lead with innovation and transparency.

With strategic priorities established, needs-driven principles adopted, and administrative infrastructure in place, the County moved to operationalize its vision through project design, technical assistance, and public accountability systems. The following section describes these implementation processes in detail.

Section III

The Design and Implementation of Coronavirus State and Local Fiscal Recovery Funds (SLFRF) Projects

The County implemented its nearly $1.95 billion American Rescue Plan (ARP) funds using a highly strategic, needs-focused, and comprehensive approach. The County leveraged existing resources and introduced new frameworks, technical assistance, and programmatic tools, aligning closely with both federal guidelines and the Board's priorities.

ARDI worked collaboratively with the Internal Services Department to design an automated workflow to support departmental project design, compliance, and reporting for ARP. This automated workflow is facilitated by an online ARP Tracking and Reporting Portal (ARP Portal) that helps streamline department efforts and was essential to strengthening County infrastructure for dashboarding and spend tracking for ARP and future County expenditures.

Within the ARP Portal, departments are required to input their project designs and track implementation, including program progress, spending, and outcomes through regular reports. The information is also exported to the American Rescue Plan Public Portal to ensure a high level of transparency and accountability.

Project Design Process

To ensure the inclusive implementation and allocation of ARP funding, the **Technical Assistance** Team was hired to assist project managers with completing and/or revising their project designs for review and approval by ARDI in the ARP Tracking and Reporting Portal. The project design process consisted of:

- Identifying and applying Countywide Equity Guiding Principle(s), ARP Budget Equity Principle(s), and Life Course Outcomes;
- Developing project goals, objectives, activities, populations of need, and outcomes that reduced the pandemic's negative impacts; and
- Applying the Equity Explorer Mapping Tool and Board's-approved funding formula to inform funding allocation decisions.

This process ensured every project design had a needs-based focus by requiring intentional identification of geographic need, the incorporation and utilization of metrics, and alignment of budget resources with communities most impacted by COVID-19. CEO Financial Recovery, County Counsel and Auditor-Controller also reviewed and approved projects to ensure financial and legal compliance with federal mandates.

Once final approval was given, departments were allowed to begin spending and implement their programs.

Funding Opportunities

To ensure smaller organizations serving disproportionately impacted communities could fairly compete for available County funds to provide ARP services, an expedited contracting and procurement process for ARP funding consistent with Treasury guidelines was developed. Select contract provisions required by Board policy, County code, or local practice were also waived, resulting in simpler solicitation and contract documents. For projects involving grant funds, Auditor-Controller piloted cash advance guidelines to provide upfront payment for organizations that have trouble waiting for reimbursement due to smaller operating budgets.

Additionally, the County partnered with California Community Foundation, Center for Nonprofit Management, and BDO FMA on the Equitable Recovery Initiative to provide capacity building support for organizations that predominately served communities highly impacted by the COVID-19 pandemic. The initiative offered a variety of services based on needs identified by organizations, such as resources to help organizations understand what is required, tools to assess organizational capacity to pursue ARP-funded and other County contracts, and support for those that decided to apply for funds. The County's Office of Small Business similarly conducted online training and in-person contracting-related events for businesses and individuals.

Outreach and Engagement

Engagement activities are designed to ensure eligible businesses, community-based organizations, and community members are informed of, have access to, and can apply for ARP funding opportunities and services. Efforts focus on widely sharing critical information, particularly with non-traditional partners and vulnerable communities impacted by the pandemic.

These efforts include the following initiatives:

Promoting ARP Funding Opportunities

The ARP Contracting and Opportunities website and the American Rescue Plan Public Portal serve as centralized locations where local businesses and community organizations can find information about various ARP-related government contracts, requests for proposals, and other procurement opportunities. Consolidating these solicitations in one place ensures that eligible candidates have equal access and a fair chance to compete for ARP-related government contracts. It promotes transparency and enhances the efficiency of the procurement process by streamlining the dissemination of information.

Promoting ARP Services

To ensure program services are widely promoted and accessible to highly impacted communities, departments are expected to submit a community engagement plan as part of the design for their individual projects. Engagement strategies differ depending on the project and population of need.

The Board also dedicated funds for community outreach and promotion of ARP- funded contracts, grants, and services through the Ethnic and Hyperlocal Media and Community Navigators programs. The Ethnic and Hyperlocal Media program invests in and outreaches to hyperlocal and language media outlets to push critical pandemic and recovery information to all communities. As part of the program, the Countywide Communications Office executed the "LA County & You: Moving Forward Together" campaign with content in English, Spanish, Korean, Chinese, Armenian, Vietnamese, and Tagalog to connect Los Angeles County residents with essential support services. The Community Navigators project helps ensure that residents are aware of and can access ARP-related services. The program focuses on reaching communities that require more intentional outreach and engagement strategies beyond the County's typical communication channels due to social, geographic, and/or digital isolation using both traditional outreach strategies and novel approaches.

Engaging Non-geographically Concentrated and Limited English Proficient Communities

To ensure the County is increasing access to program services for all communities highly impacted by the COVID-19 pandemic, the County is conducting a participatory mapping project. This project aims to augment the County's Equity Explorer through data collection and visualization of where non-geographically concentrated communities are located across the County to become more inclusive of populations traditionally omitted from place-based investments due to the difficulties inherent in mapping their location.

Efforts to expand outreach activities and strengthen the County's capacity to serve LEP communities are also ongoing. The County dedicated funds to support a Countywide Language Access Initiative, which is piloting innovative strategies to improve County website language access and disability accommodations, increase County workforce capacity to serve linguistically diverse communities, and expand the pool of community-based providers that can contract with the County as on-call interpreters to increase access to ARP-funded resources among linguistically diverse communities.

LA County's ARP SLFRF Systems and Processes

ARDI, in collaboration with relevant stakeholders and County departments, developed program tools to plan, implement, and track ARP SLFRF awarded projects and activities. These tools include the Equity Explorer Mapping Tool and the ARP Project

Dashboard, which aim to increase transparency and accountability of funding use, as well as ensure ARP SLFRF investments are directed toward communities most impacted by the COVID-19 pandemic and located in areas experiencing concentrated poverty and disadvantage.

Equity Explorer Mapping Tool

ARDI worked with the Internal Services Department to develop the Equity Explorer Mapping Tool (see Figure 3 on page 28), which uses the County Index to map census tract-level data to identify communities disproportionately impacted by the pandemic. The mapping tool also features economic, health, environmental, education, demographic, and justice filters that allow users to identify communities disproportionately impacted by the pandemic.[36] It has since been leveraged for other Countywide and department initiatives.

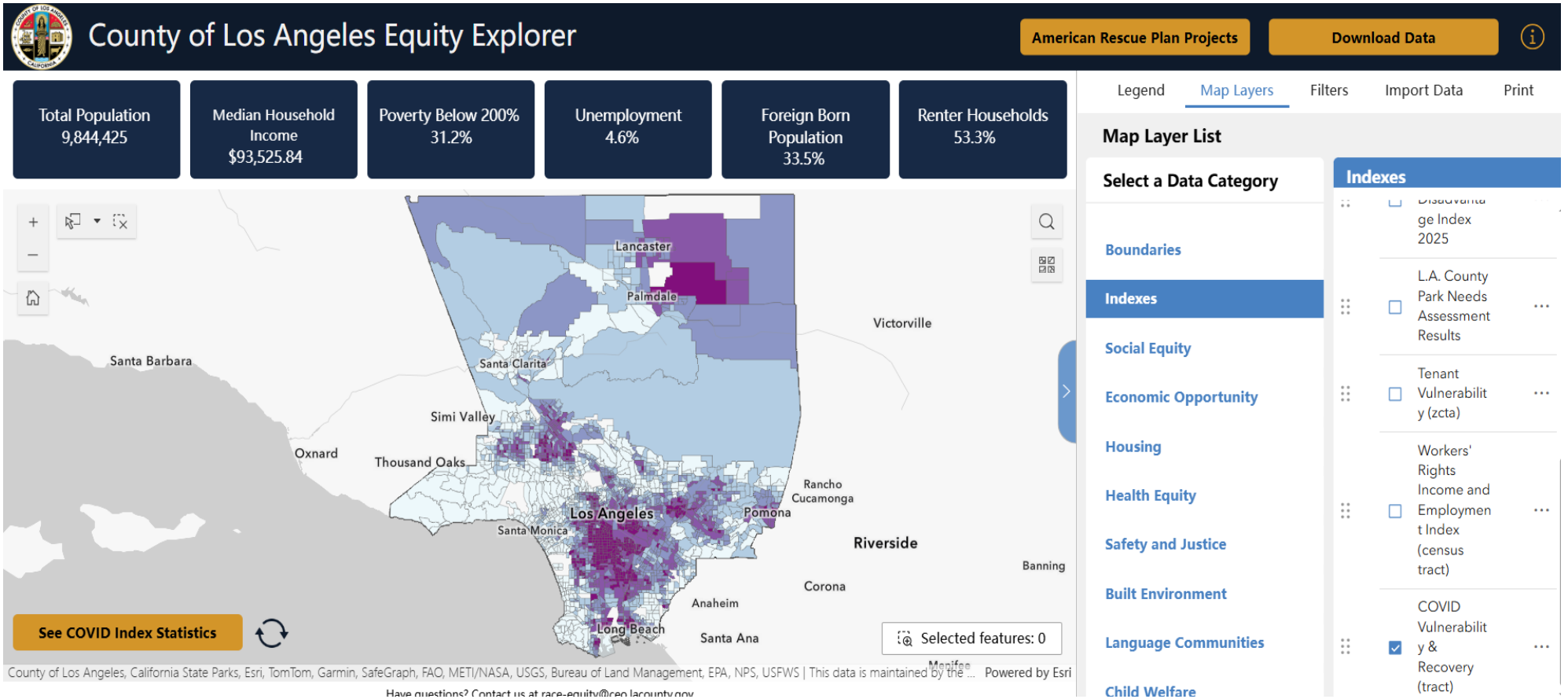
ARP Project Dashboard

With a strategic vision framed through the needs-based lens, and in alignment with Treasury's vision for ARP SLFRF, the Board guided the development of a program system designed to capture project progress and highlight project impact. The Chief Executive Office, in collaboration with the Internal Services Department, developed an online ARP Project Dashboard that allows community members, organizations, and officials to view monthly updates of ARP SLFRF-funded programs and project metrics and outcomes. In addition to presenting ARP SLFRF allocations and expenditures by Strategic Pillar and Index Need Tier, the ARP SLFRF public-facing dashboard provides direct links to ARP SLFRF contracting opportunities, updates on project progress, metrics, and expenditures and includes detailed descriptions of project purpose, timeline, budget, and intended and actual project outcomes.

The ARP Project Dashboard reports on each project's evidence-based intervention or program evaluation and documents project progress and community engagement. County-required reporting seeks to align with Treasury by collecting both mandatory and department-determined performance indicators on project outcomes at the community and/or population level, such as the estimated number and estimated geographic location of individuals, households, or businesses served. These County-mandated reporting requirements highlight the County's commitment to ensuring the true impact and story of ARP SLFRF-supported projects on LA County is not only available but also easily accessible for public consumption.

[36] County of Los Angeles Chief Executive Office, "American Rescue Plan" Board Presentation, February 8, 2022, available at: https://ceo.lacounty.gov/wp-content/uploads/2022/02/S-1-ARP-PRESENTATION-02-08-22-FINAL-II.pdf.

Figure 3: ***Equity Explorer Mapping Tool***



Section IV

Coronavirus State and Local Fiscal Recovery Funds (SLFRF) Reporting and Evaluation

ARP SLFRF Program Evaluation

Overview of the County's Evaluation Vision

The County received nearly $1.95 billion in ARP SLFRF from the U.S. Department of the Treasury (Treasury) to direct an inclusive response to and recovery from the COVID-19 pandemic. With this historic influx of one-time funds, the County, through its Board and in partnership with County departments, made a commitment to ensuring ARP funds were allocated to projects and services that would best meet the needs of the County's impacted communities, organizations, households, and business.

To understand and document the story and impact of the County's ARP SLFRF program, the County is conducting a comprehensive evaluation of its ARP projects. This evaluation is designed to assess the collective impact and outcomes of this $1.95 billion ARP initiative. Specifically, this evaluation is designed to assess:

- **Overall Results:** How did ARP-funded projects reduce social and economic disparities to promote inclusive outcomes?
- **Inclusive Principles:** Who benefited from ARP projects and funding?
- **Funding Formula:** Were ARP funds expended in compliance with the County's guiding funding formula?
- **Lessons Learned:** What lessons were learned through the implementation of ARP projects that can inform future grantmaking models?

Operationalizing the Vision

To put the County's evaluation vision into practice, the evaluation process followed a structured methodology. This approach was designed to ensure that the evaluation not only documented results but also honored the County's commitment to inclusivity, accountability, and transparency. This methodology was comprised of four key steps.

Step 1: Establishing an Evaluation Framework

The County began by developing an evaluation framework grounded in the ARP program goals, objectives, and requirements established by the Treasury and the Board. The ARP Program Outcome Evaluation framework drew upon a diverse array of federal and County sources to ensure a needs-centered evaluation aligned with federal priorities and Treasury and Board requirements. While the scope and availability of these guidance

documents have changed over time, the evaluation framework, which was initially developed in 2023, was built upon the following key guidance resources:

- **Federal Guidance**
  - White House, *Advancing Equity Through the American Rescue Plan Learning Agenda*
  - U.S. Treasury, *Economic Recovery Learning Agenda*
  - U.S. Treasury, SLFRF, *Compliance and Reporting Guidance*
  - U.S. Treasury, SLFRF, *Final Rule*
  - U.S. Office of Management and Budget, *Program Evaluation Standards and Practices*
  - U.S. Commerce, *Best Practices for Monitoring and Evaluating the ARP, IIJA, and Other Programs*
- **County Guidance**
  - July 21, 2020, Motion
  - April 20, 2021, Motion
  - July 13, 2021, Motion
  - August 13, 2021, Motion
  - Recovering Better Than Before: Ensuring Equitable Implementation of the American Rescue Plan
  - Impact of Cares Act Coronavirus Relief Fund in Los Angeles County and Lessons Learned for a New Stimulus Package

With this framework in place, the evaluation team moved from foundational guidance to operational design. The federal and County directives established *what* the evaluation should accomplish and *why* needs-centered assessment mattered. The next step translated these principles into specific, measurable components that could be applied consistently across all 116 ARP projects.

Step 2: Defining Evaluation Questions and Indicators

Building on the evaluation framework, the County developed a standardized set of evaluation questions and performance indicators to assess progress across all five project themes. These questions were designed to capture both quantitative outcomes (e.g., number of residents served and geographic reach) and qualitative insights into how effectively projects reached populations of need. By aligning indicators with Treasury reporting requirements and the Board's needs-driven principles, this step ensured that

data collection would serve dual purposes: federal compliance and meaningful assessment of community impact.

From this foundation, the County developed evaluation questions tailored to each directive.

- **Treasury Requirements:** To assess project outcomes against federal ARP requirements, the evaluation includes questions designed in response to criteria directed by Treasury. Specific questions will vary depending upon the project's designated Treasury Expenditure Category (EC). While there are ten official ECs recognized by Treasury, all LA County ARP-funded projects fall under one of the following categories:
  - **EC 1 – Public Health Projects**: Departments administering Public Health projects funded under EC 1 will respond to a subset of questions to assess consistency and alignment with Treasury's guidance for public health projects.
  - **EC 2 – Negative Economic Impact Projects:** Departments administering Negative Economic Impact projects funded under EC 2 will respond to a subset of questions to assess consistency and alignment with Treasury's guidance for negative economic impact projects.
  - **EC 3.4 – Public Sector Capacity:** Departments administering projects under EC 3 will respond to a subset of questions to assess consistency and alignment with Treasury Guidance for public sector capacity projects.
  - **EC 5.19 – 5.21 – Broadband Infrastructure:** Departments administering projects under EC 5 will respond to a subset of questions to assess consistency and alignment with Treasury Guidance for infrastructure projects, specifically broadband projects.
- **Board Requirements:** To assess project outcomes against the Board's stated goals for the ARP program, the evaluation incorporates questions to understand how inclusivity was integrated into the overall project design and implementation of ARP funded projects, and whether those initiatives achieved the stated goals of the Board. All projects will respond to fourteen required, and one optional, Results and Lessons Learned evaluation questions to provide the data needed to determine whether ARP projects met the Board's requirements for the ARP initiative.

Evaluation questions are designed to capture both **quantitative outcomes** (e.g., number of households served, dollars distributed, services expanded) and **qualitative impacts**

(e.g., lived experiences of program participants, community feedback on accessibility and effectiveness).

> "Equity principles are generally values-based and incorporate and express ethical premises. They aim to articulate how to do things right (effectively) and the right thing to do (express the values basis for action). They are also generally able to be evaluated, which means it is possible to document and judge whether the principle is being followed, and document and judge what results from following the principle."
>
> - LA County Board of Supervisors, August 13, 2021 motion

Spotlight on the County's Standardized Outcomes for ARP Projects

To ensure all projects can successfully and consistently report outcomes through the ARP Program Outcome Evaluation, the County developed standardized outcomes, including:

Participant Characteristics: Data on the individuals served by ARP projects, such as:

Age Groups
Gender Identity & Sexual Orientation
Race or Ethnicity
Income Level
Education Level
Immigrants
Military Status
Internet and Computer Access Status
Insurance Status
Individuals with Disabilities
System Impacted Individuals
System Involved Individuals
Individuals Experiencing Mental Health Disorders
Individuals Experiencing Substance Use Disorders
Individuals Experiencing Homelessness

Group Characteristics: Data on the populations served by ARP projects:

Treasury Required	Board Required
Individuals (or Participants)	School Districts
Households	Supervisorial Districts
Communities	Families

Treasury Required	Board Required
Small Businesses	Minority- and Women-Owned Small Businesses
Non-profits	Minority- and Women-Led Non-Profits
Impacted Industries	

Census Tract Outcomes: Gather required data on the communities served by ARP projects:

- **Board Requirements:** Departments were required to report on how they planned to spend their ARP dollars in line with the Board-approved funding formula. The evaluation will collect census tract data to determine whether Departments deployed ARP dollars in accordance with the funding formula.
  - Census Tracts
    - Highest need
    - High need
    - Moderate Need
    - Low Need
    - Lowest Need
  - Qualified Census Tracts
- **Treasury Requirements:** The County will use census tract data to ensure alignment with Treasury requirements for eligible populations.

Life Course Outcomes: Gather data on how projects impacted life course outcomes.

The Board adopted a Racial Equity Strategic Plan that standardized five Life Course Outcomes. The County was directed to measurably demonstrate how ARP projects impacted these life course outcomes and will request outcomes from departments that supported related initiatives:

- Increase The Percentage of Households with Income Above 250% FPL
- Increase Stable Full-Time Employment
- Reduce Adult Lifetime Imprisonment
- Increase Attainment of Postsecondary Credential W/Labor Market Value
- Reduce Infant Mortality

Step 3: Data Collection and Reporting

Once the period of performance for an ARP project has ended, the department will work with the County's evaluation team to complete the ARP Program Outcome Evaluation. The County's evaluation team will review the draft using a standardized "Evaluation Readiness Checklist." The County will also validate project outcomes against quarterly reports submitted by the County to Treasury to ensure consistency across data systems and federal reports. Finally, data collected through the evaluation

process will be analyzed and results and supporting metrics will be published on the County's public-facing ARP Project Dashboard.

Step 4: Technical Assistants

The Technical Assistance (TA) Team plays a central role in advancing Los Angeles County's vision and strengthening departmental capacity to design, implement, and evaluate needs-centered projects funded through ARP. Guided by ARDI, the team is intentionally established to ensure that every ARP-funded project, regardless of departmental size, data maturity, or technical expertise, fully participates in data collection, performance measurement, and evaluation.

The TA Team translates the County's needs-driven framework into actionable program design, implementation, and evaluation practices (see Table 7). They support departments through every stage of the project life cycle, from conceptual design to outcome reporting. The Team guides ARP project leads in applying the funding formula, integrating measurable needs-driven goals, and ensuring compliance with both the Treasury requirements and County mandates. Through this support, the TA Team helps departments align project activities with the County's overarching commitment to serving the most impacted populations.

Table 7: ***Technical Assistant Functions by Key Activities and Responsibilities***

Technical Assistants Functions	Key Activities and Responsibilities
Needs-Centered Project Design	Conduct project design workshops. Support departments in applying ARDI's equity tools and integrating the funding formula. Review and finalize project designs to align with County and federal mandates.
Evaluation Planning and Data Collection	Provide support for developing evaluation plans, identifying metrics, and collecting qualitative and quantitative data. Guide departments in using the ARPA Tracking and Reporting System.
Technical Compliance and Tracking	Track progress of project designs and evaluations using County tracking tools. Ensure departments meet evaluation milestones and compliance deadlines.
Equity Tool Application	Support departments in using the Equity Explorer and funding formula to identify high-need census tracts and populations.
Capacity Building and Continuous Support	Provide individualized and cohort-based consultation sessions. Facilitate training on data entry, reporting templates, and evaluation frameworks.
Cross-Department Coordination	Work closely with ARDI, the Chief Executive Office, consultants, and the TA team to ensure evaluation consistency and knowledge sharing.
Transformational Outcomes	Synthesize feedback, identify common challenges, and inform continuous improvement of Countywide evaluation practices.

Section V

Los Angeles County Coronavirus State and Local Fiscal Recovery Funds Projects

The County's ARP **Coronavirus State and Local Fiscal Recovery Funds** (SLFRF) investments represent a historic, data-driven effort to stabilize households, rebuild community infrastructure, and promote long-term inclusive recovery in the wake of the COVID-19 pandemic. Guided by the Board's motion to embed equity, local hiring, and community partnership across all recovery activities, the County has organized its initiatives into five themes: Housing & Homelessness, Health & Wellbeing, Community Development & Support, Economic & Workforce Development, and Justice Reform & Public Safety. Together, these projects reflect a coordinated strategy to address both the immediate public health and economic impacts of the pandemic and the structural disparities that predated it. The following is a summary of funded projects in each theme:

Housing & Homelessness

- These 32 projects aim to keep people housed and were a top priority during the County's pandemic recovery efforts. Housing security initiatives encompassed emergency rental assistance, eviction prevention services, support for those at risk of homelessness, and accelerated efforts to create more affordable and permanent supportive housing. These projects aim to prevent a wave of evictions and homelessness and to protect unhoused individuals from the virus by providing safer shelter and housing options.

Health & Well Being

- These 26 projects address both the direct impacts of the virus and secondary effects on community well-being. Projects ranged from core public health measures (e.g., testing, vaccination, contact tracing) to violence prevention and trauma services, domestic violence support programs, maternal and child health projects, and community wellness facilities (i.e., recreational facilities, parks improvements). These efforts aim to protect lives, promote mental and physical health, strengthen public health infrastructure, and support vulnerable populations including survivors of violence and families with young children.

Community Development & Support

- This theme broadly encompasses targeted community investments that foster thriving communities and enhance social mobility. The 23 projects address digital equity through broadband infrastructure and device access, library improvements and educational resources supporting learning recovery, food security initiatives strengthening local food systems, immigrant support services and legal protection, financial empowerment and wealth-building programs, and arts and cultural recovery preserving community cultural assets. Additional projects addressed capacity building for immigrant-serving and nonprofit organizations, and support for victims of pandemic-related hate incidents. These projects fill critical gaps in the traditional safety net and reach populations facing barriers to accessing government services

including limited English proficiency, lack of internet access, food insecurity, and documentation concerns.

Economic & Workforce Development

- These 15 projects provide job training, subsidize employment, and supportive services to help displaced workers re-enter the job market. Parallel initiatives support small businesses and entrepreneurs through direct financial assistance, technical support, and legal services. The County also invested in financial capability programs (i.e., financial coaching, wealth-building support, and guaranteed basic income) in recognition that economic stability is essential for recovery. Additional support included childcare provider grants and street vendor formalization, preserving critical economic infrastructure, and supporting informal entrepreneurs. The goal is to improve long-term career prospects, support business stability, and promote inclusive recovery in the labor market and small business ecosystem.

Public Safety

- These 14 projects provide targeted services advancing the County's “Care First, Jails Last” vision through employment pathways for justice-involved individuals, behavioral health crisis response alternatives to law enforcement, and youth development programs preventing justice system involvement. The projects filled gaps in community-based alternatives to incarceration and addressed longstanding disparities exacerbated by COVID-19. Specifically, County efforts have particularly focused on creating employment opportunities for formerly incarcerated individuals, implementing clinical crisis response for behavioral health emergencies, supporting positive youth development through technology and arts programming, and strengthening justice-focused community organizations. These investments aim to prioritize employment, education, and community-based treatment over incarceration while ensuring accountability and transparency.

Across all five themes and 116 American Rescue Plan (ARP) projects, implementation remains actively underway as departments continue to collect data, refine service delivery models, and expand program reach. These projects connect residents to housing, healthcare, employment, food access, financial assistance, and community-based supports that strengthen resilience and advance recovery for Angelenos. The County’s recovery and relief efforts are strategically centered on areas of highest need, ensuring that investments reach populations and neighborhoods most impacted by the pandemic and long-standing disparities. This intentional, data-driven approach enables County to deploy resources efficiently and adaptively, addressing concrete and evolving needs with precision and accountability. By using regional and population-level data to identify service gaps and guide program design, Los Angeles County is building an innovative model that continuously evolves to refine interventions, reduce disparities, and deliver inclusive outcomes across the County.

The following sections will provide a detailed overview of each of the five major ARP themes. Each section includes:

1. **Project Goals and Funding:** An overview of the purpose and scale of investments, including the number of projects, total allocations, and departmental implementation roles.

2. **Project Designs and Impact Statements:** A synthesis of how projects are structured to achieve outcomes aligned with County and federal recovery priorities.
3. **Alignment to Treasury, Board Directives, and Equity Principles:** An overview of how each project meets Treasury expenditure requirements, fulfills the Board's directives, and embeds inclusivity into design and delivery.
4. **Preliminary Data & Metrics through September 2025:** An overview of performance indicators used to track progress and early implementation milestones, populations served, and geographic reach based on departmental reporting.
5. **Preliminary Outcomes and Lessons Learned:** An introduction to preliminary emerging results, operational insights, and how the lives of Angelenos are being strengthened and transformed as projects continue to mature.

Together, these sections exemplify how Los Angeles County's ARP investments are meeting urgent recovery needs and laying the foundation for lasting structural improvements by transforming crisis response into long-term systems change.

Housing and Homelessness

Project Goals and Funding

Los Angeles County's Housing & Homelessness theme brings together 32 initiatives across several departments meant to tackle the housing insecurities amplified by the COVID19 pandemic. Thirty-one projects are still underway, and one has reached completion. Taken together, they cover the full spectrum of housing interventions: emergency rental and mortgage assistance that averts displacement; intensive case management for voucher holders; rapid rehousing and homelessness prevention programs; and capital investments that will add thousands of units of affordable and supportive housing.

The total funding allocation for Housing & Homelessness projects is approximately $1.1 billion, representing the County's largest ARPA investment category. The largest investments include Project Homekey 2.0, Project Homekey 3.0 Expansion, Conversion of Interim Housing Units to Permanent Housing, Rental Subsidies for Permanent Supportive Housing, Funding New Private Sector Affordable Housing Development, and Intensive Case Management Services for Federal Voucher Holders. These investments span multiple County departments including the Chief Executive Office (CEO) Homeless Initiative, Department of Health Services, Department of Consumer and Business Affairs, CEO Capital Projects, CEO Affordable Housing, Department of Economic Opportunity, Los Angeles County Development Authority (LACDA), and Department of Public Works.

To demonstrate how the County's 32 Housing & Homelessness projects span a continuum of interventions, they are organized into four subcategories based on the primary needs they address (see Table 8). The following sections outline each subcategory in greater detail, illustrating how coordinated investments across these areas create an integrated approach to housing stability and long-term community resilience.

Table 8: ***Housing and Homelessness Subcategories by Subgroups***

Subcategory	Projects by Subgroups
Housing Stability & Financial Assistance	▪ Rental Subsidies for Permanent Supportive Housing ▪ Intensive Case Management Services & Tenancy Support for Federal Voucher Holders ▪ LA County Rent Relief ▪ Stay Housed LA County ▪ Homelessness Prevention ▪ LA County Mortgage Relief Partnership ▪ Tenant Protections Hotline & Small Claims Advisor Program ▪ Landlord–Tenant Mediations ▪ Economic Mobility Initiative ▪ Economic Mobility Initiative – Commercial Acquisition Fund ▪ Volunteer Income Tax Assistance (VITA) for People Experiencing Homelessness
Permanent Housing Development & Capital Projects	▪ Project Homekey 2.0 ▪ Project Homekey 3.0 (Expansion) ▪ Willow Tree ▪ Conversion of Interim Housing Units to Permanent Housing (PHK 1.0) ▪ Permanent Supportive Housing – West LA Armory Housing ▪ Permanent Supportive Housing – Rancho Los Amigos ▪ Trans-Inclusive Housing ▪ General Hospital (LA General Medical Center) ▪ Funding New Private Sector Affordable Housing Development ▪ Capital Programs: LACDA Public Housing Capital Improvements ▪ County Land Bank ▪ Los Angeles County Care Community at Metro State Hospital
Interim & Specialized Shelter Services	▪ Interim Housing Operating Costs for Community-Based Sites ▪ Office of Diversion & Reentry (ODR) Interim Housing Beds ▪ Interim Housing Operating Costs for Safe Landing Site ▪ Harm Reduction Health Hub ▪ Safe Parking ▪ Services for People Experiencing Homelessness in Very High Fire Hazard Severity Zones
Supportive Service & System Infrastructure	▪ Bed Availability Navigator System ▪ CEO – HI People Experiencing Homelessness (PEH) Sanitation ▪ PEH Sanitation (Public Works)

Housing Stability & Financial Assistance

The Housing Stability & Financial Assistance subcategory encompasses 11 projects designed to help Angelenos remain safely housed and financially secure throughout the pandemic recovery period and beyond (see Table 9). These initiatives operate at the critical front line of prevention addressing housing instability before it leads to displacement or homelessness. Through a coordinated mix of rental and mortgage subsidies, intensive case management, eviction prevention services, legal aid, and economic mobility support, projects in this group provide both immediate relief and pathways to long-term stability.

Table 9: Housing Stability & Financial Assistance Projects by Administering Department and Allocation Amount

Project	Administering Department	Allocation
Rental Subsidies for Permanent Supportive Housing	Department of Health Services	$100.5 million
Intensive Case Management Services & Tenancy Support for Federal Voucher Holders	Department of Health Services	$65 million
LA County Rent Relief	Department of Consumer and Business Affairs	$47.7 million
Stay Housed LA County	Department of Consumer and Business Affairs	$30 million
Homelessness Prevention	Department of Health Services	$25 million
Economic Mobility Initiative	Department of Economic Opportunity	$25 million
Economic Mobility Initiative – Commercial Acquisition Fund	Department of Economic Opportunity	$10.84 million
LA County Mortgage Relief Partnership	Department of Consumer and Business Affairs	$8 million
Tenant Protections Hotline & Small Claims Advisor Program	Department of Consumer and Business Affairs	$3.5 million
Volunteer Income Tax Assistance (VITA) for People Experiencing Homelessness	Department of Consumer and Business Affairs	$2.3 million
Landlord-Tenant Mediations	Department of Consumer and Business Affairs	$850,000

- **Rental Subsidies for Permanent Supportive Housing:** Provides ongoing rental assistance enabling individuals transitioning from homelessness to maintain stable housing in permanent supportive housing units. Services are delivered countywide as a non-geographically concentrated population through the Coordinated Entry System, focusing on high-need Angelenos across all eight Service Planning Areas (SPAs).

- **Intensive Case Management Services (ICMS) and Tenancy Support Services for Federal Voucher Holders:** Delivers comprehensive case management to Angelenos holding federal housing vouchers, addressing the gap between voucher possession and actual housing stability. Using a non-geographically concentrated approach, services operate countywide via the Coordinated Entry System.

- **LA County Rent Relief**: Delivers substantial rental assistance to households facing eviction due to pandemic-related income loss. Services are available countywide with geographically targeted outreach to census tracts identified as highest need and high need through the Equity Explorer and COVID-19 Vulnerability & Recovery Index.

- **Stay Housed LA County**: Provides emergency rental assistance preventing eviction for households experiencing pandemic-related income disruption. The geographically targeted program operates countywide (excluding City of Los Angeles, which operates its own program), with prioritized zip codes identified through the Tenant Vulnerability Index (TVI), COVID-19 Vulnerability & Recovery Index, Tracking Regional Affordability and Challenges to Tenancy (TRACT) and Owners Warning Notification and Information for Tenants (OWN-IT) tools to focus on areas experiencing severe pandemic impacts.

- **Homelessness Prevention**: Delivers targeted assistance and services to households at imminent risk of homelessness. Services are provided countywide across all eight SPAs using geographically targeted predictive modeling through UCLA's California Policy Lab, which identifies households at highest risk based on pandemic impact indicators.

- **Economic Mobility Initiative**: Provides comprehensive economic mobility services including financial coaching, homeownership assistance, and small business support to help low-income families build wealth and housing stability. Services are geographically targeted to communities experiencing highest need, with focus on households transitioning out of homelessness or at risk of housing instability.

- **Economic Mobility Initiative-Commercial Acquisition Fund**: Supports commercial property acquisition in high-need communities to preserve affordable commercial space and prevent displacement of small businesses serving vulnerable populations. The geographically targeted program focuses on census tracts experiencing gentrification pressures and pandemic-related economic disruption.

- **LA County Mortgage Relief Partnership**: Assists homeowners facing foreclosure due to pandemic-related income disruption. Services are geographically targeted, prioritizing highest need and high need census tracts as identified by the COVID-19 Vulnerability & Recovery Index, with moderate need census tracts included, but not prioritized.

- **Tenant Protections Hotline and Small Claims Advisor Program**: Provides free legal information and advice to tenants facing eviction or landlord disputes. Services are available countywide with geographically targeted outreach in high need areas identified by the Tenant Vulnerability Index.

- **Volunteer Income Tax Assistance (VITA) for People Experiencing Homelessness**: Expands free tax preparation services specifically designed for individuals experiencing homelessness, helping these individuals access Earned Income Tax Credits, stimulus payments, and other financial resources. Services are provided at interim housing sites, shelters, and community locations serving unhoused populations countywide.

- **Landlord-Tenant Mediations**: Offers professional mediation services helping landlords and tenants resolve disputes outside of eviction court. Services are geographically targeted and provided countywide, with a goal of ≥70% of mediations involving at least one participant from a highest need or high need census tracts.

Permanent Housing Development & Capital Projects

The Permanent Housing Development & Capital Projects subcategory represents 13 of the County’s long-term investment in expanding and preserving Los Angeles County’s affordable and supportive housing supply (see Table 10). These projects address the region’s chronic shortage of affordable units by financing and constructing new permanent supportive housing, converting motels and interim housing sites into long-term residences, and developing specialized housing models that meet the

unique needs of diverse populations. These efforts support trans-inclusive housing and housing designed for individuals with complex behavioral health or medical conditions.

Table 10: ***Permanent Housing Development & Capital Projects by Administering Department and Allocation Amount***

Project	Administering Department	Allocation
Project Homekey 2.0	CEO – Homeless Initiative	$250 million
Project Homekey 2.0 – Expansion / Project Homekey 3.0	CEO – Homeless Initiative	$150 million
Conversion of Interim Housing Units to Permanent Housing (PHK 1.0)	CEO – Homeless Initiative	$148.8 million
Funding New Private Sector Affordable Housing Development	CEO – Affordable Housing	$100 million
General Hospital	CEO Capital Projects	$55 million
Permanent Supportive Housing – West LA Armory Housing (modular/prefabrication)	CEO Capital Projects	$32.7 million
Willow Tree	CEO – Homeless Initiative	$19.05 million
County Land Bank	CEO – Affordable Housing	$15 million
Trans-Inclusive Housing	CEO Capital Projects	$8 million
LACDA Public Housing Capital Improvements	Development Authority	$5.6 million
Los Angeles County Care Community at Metro State Hospital	CEO Capital Projects	$5 million
Permanent Supportive Housing – Rancho Los Amigos (modular/prefabrication)	CEO Capital Projects	$1.4 million

- **Project Homekey 2.0**: Leverages state and federal funding to acquire hotels, motels, and other properties for conversion to permanent affordable housing serving individuals experiencing homelessness. Projects are geographically targeted and located countywide, primarily in COVID high-vulnerability census tracts, with projects placed in lower-vulnerability areas to expand access to services and opportunities.

- **Project Homekey 2.0 - Expansion Project Homekey 3.0**: Continues the acquisition and conversion strategy with geographically targeted placement. Projects are distributed countywide, with focus on properties in qualified census tracts and high need areas identified through the COVID Vulnerability Index.

- **Conversion of Interim Housing Units to Permanent Housing (PHK 1.0)**: Converts existing interim housing sites into permanent supportive housing with geographically targeted placement. Projects are located at nine motel sites countywide: Baldwin Park, Hacienda Heights, Harbor City, Long Beach (East/West), Norwalk, Whittier, and Compton (East/West).

- **Funding New Private Sector Affordable Housing Development**: Supports private developers in creating new affordable housing units with geographically targeted placement. Projects are in high-priority areas identified through the Equity Explorer Tool, with emphasis on COVID-impacted census tracts experiencing severe pandemic impacts.

- **General Hospital**: Creates affordable housing and supportive infrastructure at the Los Angeles General Medical Center Campus with geographically targeted placement. The project serves Boyle Heights and adjacent neighborhoods, identified through the census tract and the COVID-19 Equity Explorer tool as a highest need area.

- **Permanent Supportive Housing Through New Modular and Prefabrication Construction - West LA Armory Housing**: Creates permanent supportive housing using modular construction methods with geographically targeted placement. The project is in SPA 5, West LA.

- **Willow Tree**: Creates permanent supportive housing through new construction. While the facility is in Compton, CA (Supervisorial District 2), placements are made countywide as a non-geographically concentrated population through the Coordinated Entry System, ensuring access for high-need individuals across all service areas.

- **County Land Bank**: Establishes a land banking program to acquire, hold, and develop properties for affordable housing creation in high-opportunity areas. The program targets properties in communities with strong access to jobs, schools, and transit while experiencing housing affordability challenges.

- **Trans-Inclusive Housing**: Creates affirming housing for transgender individuals. While the project is in SPA 2 (Supervisorial District 3), it serves a non-geographically concentrated population with countywide reach through the Housing for Health referral system, ensuring access for vulnerable individuals across all areas.

- **Los Angeles County Development Authority Public Housing Capital Improvements**: Invests in improvements and preservation of existing public housing infrastructure. Projects are located at selected LACDA public housing developments countywide.

- **Los Angeles County Care Community at Metro State Hospital:** Develops comprehensive housing and services at a repurposed institutional site. Services are provided countywide, with the facility located at the Metropolitan State Hospital campus in Norwalk (SPA 7).

- **Permanent Supportive Housing Through New Modular and Prefabrication Construction - Rancho Los Amigos Interim Housing**: Develops additional permanent supportive housing through prefabrication techniques. Services are provided countywide as a non-geographically concentrated population, though anchored at Rancho Los Amigos facility in Supervisorial District 4.

Interim & Specialized Shelter Services

The Interim & Specialized Shelter Services subcategory focuses on six projects providing immediate, low-barrier shelter and supportive environments for individuals experiencing homelessness while they work toward stable, long-term housing (see Table 11). These projects fill a critical gap in the housing continuum by ensuring that every person has a safe place to stay, access to essential services, and individualized pathways toward permanent housing.

Table 11: ***Interim & Specialized Shelter Services Projects by Administering Department and Allocation Amount***

Project	Administering Department	Allocation
Harm Reduction Health Hub	Department of Health Services	$11 million
Interim Housing Operating Costs for Community-Based Sites	Department of Health Services	$6 million
ODR Interim Housing Beds	Department of Health Services	$5 million
Interim Housing Operating Costs for Safe Landing Site	Department of Health Services	$4.25 million
Safe Parking	CEO – Homeless Initiative	$4.4 million
Services for PEH in Very High Fire Hazard Severity Zones	CEO – Homeless Initiative	$500,000

- **Harm Reduction Health Hub**: Establishes a low-barrier facility providing interim housing, health services, and substance use treatment for individuals experiencing homelessness with active substance use disorders. The facility is in Skid Row, a qualified census tract targeted area designated as highest need tier.

- **Interim Housing Operating Costs for Community-Based Sites:** Funds operations of interim housing facilities providing immediate shelter. Services are delivered countywide with beds distributed across 10 community-based sites spanning all eight SPAs, ensuring geographic access for vulnerable populations across the region.

- **Office of Diversion and Reentry Interim Housing Beds**: Supports additional interim housing capacity with geographically targeted placement. Services are provided countywide with placements in 11 sites, with 70% of sites located in census tracts ranked as highest need under the COVID-19 Vulnerability Index.

- **Interim Housing Operating Costs for Safe Landing Site**: Funds operate the Safe Landing facility with geographically targeted placement. The facility is in Supervisorial District 2, in a high need area identified by the COVID-19 Vulnerability and Recovery Index.

- **Safe Parking**: Provides secure parking locations with supportive services for individuals and families experiencing homelessness while living in vehicles. Services are available countywide across Los Angeles County, this project is not limited to one Supervisorial District.

- **Services for People Experiencing Homelessness in Very High Fire Hazard Severity Zones**: Delivers targeted outreach, services, and housing assistance to individuals experiencing homelessness in areas facing elevated wildfire risk. Services are geographically targeted to 14 very high Fire Hazard Severity Zones including Santa Clarita Valley, Antelope Valley, Santa Monica Mountains, and Lario Park, addressing compound vulnerabilities in areas experiencing both fire risk and pandemic impacts.

Supportive Service & System Infrastructure

The Supportive Services & System Infrastructure subcategory strengthens the backbone of Los Angeles County's homeless services and housing delivery systems. These three projects focus on improving coordination, expanding supportive service capacity, and ensuring that the infrastructure needed to connect people to housing operates efficiently, inclusively, and with dignity (see Table 12). By investing in data systems, public health interventions, and essential service networks, this cluster of projects creates the conditions necessary for long-term housing stability and community wellbeing.

Table 12: *Supportive Service & System Infrastructure Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
HI PEH Sanitation	CEO – Homeless Initiative	$8.14 million
PEH Sanitation (Public Works)	Department of Public Works	$3.25 million
Bed Availability Navigator System	Justice Care Opportunity	$1.5 million

- **HI People Experiencing Homelessness Sanitation**: Provides sanitation services including portable toilets, handwashing stations, and hygiene supplies at locations where Angelenos experiencing homelessness congregate. Services are geographically targeted to encampment locations and areas with high concentrations of unsheltered individuals across all SPAs.
- **People Experiencing Homelessness Sanitation**: Delivers comprehensive sanitation infrastructure and services including trash removal, street cleaning, and public hygiene facilities in areas with significant unsheltered Angelenos. The geographically targeted program operates countywide with concentration in census tracts experiencing highest levels of unsheltered homelessness.
- **Bed Availability Navigator System**: Develops and implements a real-time bed tracking and placement system improving coordination across interim and permanent housing programs. The Countywide system connects individuals experiencing homelessness with available housing resources, reducing barriers to placement and improving system efficiency.

Impact Statements and Project Designs

Los Angeles County's Housing & Homelessness theme consists of 32 projects that aim to prevent displacement, expand the supply of affordable housing, provide safe interim shelter and strengthen the systems that connect Angelenos to services. The impact statements across the theme align with an intentional and comprehensive strategy: rental assistance, case management, legal support and economic mobility programs that support keeping Angelenos housed and healthy; investments, adding thousands of affordable and permanent supportive units while converting temporary motel sites into long term homes; and tailored projects such as trans-inclusive housing and the Metro State Hospital redevelopment that close critical gaps for Angelenos.

These project efforts immediately alleviate pandemic driven displacement through emergency rental assistance and eviction prevention, while also investing in capital developments to grow housing. Proposals were required and prioritized serving vulnerable populations, including people experiencing homelessness, extremely low-income households, and those disproportionately impacted by COVID19. These priorities build on proven County programs and demonstrate innovation, whether through harm reduction housing models or rapid modular construction.

Design objectives span the housing continuum: capital projects set specific unit creation and construction timeline targets, often linking new buildings to intensive case management and onsite services. Some projects aim to convert interim housing into permanent supportive housing while others to rehabilitate existing properties for prioritized Angelenos. The rental and eviction prevention projects focus on household stabilization and preventing returns to homelessness by delivering sufficiently large and culturally responsive aid, reducing eviction filings in high-risk communities, and ensuring assistance covers both back rent and future payments. Supportive services projects establish goals for engagement, service delivery, and housing placement. These include achieving high retention rates, employing harm reduction and Housing First principles, and coordinating health, mental health, substance use, and employment supports. Collectively, these investments lay the groundwork for long-term reductions in homelessness, increased housing stability and greater health equality across Los Angeles County.

An overview of the impact statement's common themes and specific outcomes are provided below for the 32 Housing & Homelessness projects withing their four subcategories; Housing Stability & Financial Assistance; Permanent Housing Development & Capital Projects; Interim & Specialized Shelter Services; and Supportive Service & System Infrastructure.

Housing Stability & Financial Assistance

These projects focus on keeping people housed through rental/mortgage assistance, case management, legal services and economic mobility programs. Rental Subsidies and Intensive Case Management Services aim to reduce homelessness and improve health by providing rental support and wraparound services. Housing for Health anticipates connecting approximately 1,500 individuals to case management and tenancy support services that improve housing stability and physical and mental health. Homelessness Prevention aims to support 1,800 households at imminent risk with financial assistance and supportive services to stabilize them in housing. Stay Housed LA County educates tenants about their rights, offers legal and financial resources and serves as a lifeline against financial hardship and homelessness. The LA County Mortgage Relief Partnership provides $30,000 grants to property owners to relieve COVID related rental and utility debts for tenants in high need census tracts. Tenant Protections Hotline & Small Claims Advisor Program closes information gaps by ensuring tenants understand their rights under COVID19 ordinances and rent stabilization laws, while Landlord Tenant Mediations strengthens dispute resolution organizations to offer free or low-cost mediation for residents impacted by the pandemic. Economic mobility projects support longer term stability. Specifically, the Economic Mobility Initiative expands wealth building opportunities for historically underrepresented small businesses, and the Commercial Acquisition Fund rehabilitates vacant properties to create affordable commercial space, promoting neighborhood resiliency. Collectively, these programs provide financial lifelines, legal advocacy and economic empowerment to prevent displacement and improve long term housing security.

Permanent Housing Development & Capital Projects

Projects in this subcategory expand the affordable housing supply through acquisitions, new construction and modular builds. Project Homekey 2.0 acquires and rehabilitates motels and other properties to deliver urgently needed housing to LA County residents, reducing unsheltered homelessness and improving long-term stability. The Project Homekey 3.0 expansion aims to ensure fewer people experience homelessness and to speed transitions from unsheltered to permanent housing. Willow Tree will create 100 units of permanent supportive housing for historically disadvantaged groups, improving housing retention and reducing recidivism while enhancing health and economic stability. Conversion of Interim Housing Units to Permanent Housing (PHK 1.0) will add more than 600 units of permanent housing for people experiencing or at risk of homelessness. Modular/prefabrication projects at the West LA Armory and Rancho Los Amigos provide interim housing with wraparound services and are designed to increase the supply of high-quality, accessible units. General Hospital capital improvements create the conditions for over 600 additional affordable units with wraparound services, supporting Los Angeles residents disproportionately impacted by COVID19 and promoting long-term community resilience. Funding programs supporting private developers, public housing rehabilitation, the County Land Bank and the Metro State Hospital Care Community similarly aim to expand affordable and supportive housing, address disparities, and stabilize communities. Trans-Inclusive Housing will provide culturally responsive interim housing for transgender and nonbinary individuals, securing permanent housing for at least 45 participants. Across these projects, the impact statements emphasize large increases in permanent supportive housing units, targeted to highly vulnerable Angelenos and are designed to enhance health, economic stability and community resilience across the County.

Interim & Specialized Shelter Services

Interim and specialized shelter projects aim to deliver immediate, low barrier accommodation and support for Angelenos experiencing homelessness. Interim Housing Operating Costs for Community Based Sites fund 10 community based interim housing facilities with supportive services that improve participants' health and stability and connect them to permanent housing. Office of Diversion and Reentry Interim Housing Beds reduce virus transmission in jail facilities and provide interim housing, clinical services and intensive case management. This approach also aims to reduce recidivism driven by untreated mental illness. The Safe Landing Site maintains 24/7 referral and intake workflows and accepts couples, people with pets and individuals with substance use disorders, thereby reducing barriers to shelter and supporting a reduction in the County's homelessness population. The Harm Reduction Health Hub on Skid Row offers harm reduction services, medical care, case management and post overdose care for people who use drugs, engage in sex work or have justice system involvement, improving participant wellbeing and reducing COVID19 disparities. Safe Parking provides secure spaces and supportive services for people living in vehicles, addressing immediate safety needs while advancing long-term housing stability and health equality. Services for People Experiencing Homelessness in Very High Fire Hazard Severity Zones deliver outreach in high-risk wildfire areas, connecting unsheltered individuals to services and improving public safety. Taken together, these projects prioritize low barrier access, health services, and tailored supports to quickly stabilize Angeleno's in need and facilitate transitions to permanent housing.

Supportive Service & System Infrastructure

These projects strengthen the homelessness response system and improve basic living conditions for Angelenos without housing. The Bed Availability Navigator System provides first responders and service navigators with a single application to assess needs and locate available beds, thereby linking individuals in crisis to care, reducing unnecessary incarceration and improving treatment outcomes. PEH Sanitation projects administered by the CEO's Homeless Initiative and the Department of Public Works supply portable toilets, handwashing stations, trash removal and other hygiene services in encampments. These efforts prevent disease, improve quality of life for people experiencing homelessness and help sustain a public health response to COVID19 while supporting the decriminalization of homelessness. By enhancing real time data coordination and providing essential sanitation, these projects improve system efficiency, uphold public health and ensure that basic human needs are met for Angelenos living outdoors.

Alignment: Treasury, Board Priorities, & County Principles

The 32 Housing & Homelessness projects were selected to respond to immediate pandemic driven housing crises while laying the foundation for longer-term stability (see Table 13). Collectively, they advance three complementary goals: (1) prevent displacement through emergency assistance and legal/financial supports, (2) expand the supply of affordable and supportive housing, and (3) improve the systems that connect people experiencing homelessness to shelter and services. Each project is aligned with Treasury's expenditure categories and reflects the Board's motion to embed inclusivity.

Table 13: ***Housing & Homelessness Project Alignment with Treasury, Board Priorities, & Inclusive Principles***

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
Housing Stability & Financial Assistance			
•Rental Subsidies for Permanent Supportive Housing •Intensive Case Management & Tenancy Support •LA County Rent Relief •Stay Housed LA County •Homelessness Prevention •Mortgage Relief Partnership •Tenant Protections Hotline & Small Claims •Landlord-Tenant Mediations •Economic Mobility Initiative •Commercial Acquisition Fund •VITA for People Experiencing Homelessness	2.2 – Household Assistance: Rent 2.16 – Long-Term Housing Security: Services for Unhoused Persons Mortgage, and Utility Aid 2.18 – Housing Support: Other Housing Assistance 2.29- Loans or Grants to Mitigate Financial Hardship 2.37- Economic Impact Assistance: Other	Prevents displacement and stabilizes renters through financial and legal aid.	Serves low and extremely low-income households, inclusive of communities of color. Uses the Tenant Vulnerability Index and multilingual outreach to reach high-need census tracts. Partners with community-based organizations to engage limited-English-proficient and other high-need communities.
Permanent Housing Development & Capital Projects			
•Project Homekey 2.0 & 3.0; Willow Tree •Conversion of Interim Housing (PHK 1.0) •West LA Armory Housing •Rancho Los Amigos •General Hospital redevelopment	2.15 – Long-Term Housing Security: Affordable Housing 1.14 – Public Health: Capital Projects	Expands affordable and supportive housing; creates local jobs and partnerships.	Applies the COVID-19 Vulnerability & Recovery Index to select sites in high-need neighborhoods. Requires a share of units for extremely low-income households and applies local hire goals (25–30%). Incorporates accessible and trauma-

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
Housing Stability & Financial Assistance			
•Private-Sector Affordable Housing development •LACDA Public Housing improvements •County Land Bank •Metro State Hospital Care Community •Trans-Inclusive Housing	Supporting Health and Housing		informed design and community engagement processes.
Interim & Specialized Shelter Services			
•Interim Housing Operating Costs (Community-Based Sites) •ODR Interim Housing Beds •Safe Landing Site •Harm Reduction Health Hub •Safe Parking •Services in Very High Fire Hazard Severity Zones	2.16 – Long-Term Housing Security: Services for Unhoused Persons 1.14 – Public Health Services	Expands low-barrier shelter and integrates health and harm reduction services.	Ensures access for high-barrier populations through flexible eligibility and low-barrier entry. Implements trauma-informed, harm reduction service models and prioritizes shelter beds in high-need SPAs.
Supportive Services & System Infrastructure			
•Bed Availability Navigator System •HI PEH Sanitation •PEH Sanitation	2.16 – Services for Unhoused Persons 1.14 – Public Health Services	Builds capacity, efficiency, and sustainability across the homelessness response system.	Prioritizes unsheltered residents in high-vulnerability tracts, supports public health equity through sanitation and hygiene deployment, and embeds accessibility and linguistic inclusion in service delivery.

As articulated in the columns above:

- **Treasury Expenditure Categories** map projects to an allowable ARPA expenditure category. This ensures compliance with federal spending guidance.

- **Board Priorities** connect the projects with the Board's intent to direct County's ARP investments to address immediate housing insecurity, expand long-term housing supply, leverage existing programs and embed inclusivity.

- **County Principles** demonstrates how inclusivity is operationalized across the theme through expansive outreach to high vulnerability census tracts, multilingual communication, inclusion of residents highly impacted by the pandemic (e.g., people with disabilities), local and targeted hiring requirements, and trauma informed, harm reduction service models. Each project in this category includes concrete strategies, such as minimum thresholds for serving highest need communities, culturally responsive design and ADA compliance, to reduce racial and socioeconomic disparities and to ensure that those Angelenos most affected by COVID19 receive the greatest benefit.

A synthesis of the column information by subcategory is provided below.

Housing Stability & Financial Assistance

Projects in this subcategory align with Treasury categories 2.2, 2.16, 2.18, 2.29, and 2.37, providing rental and mortgage assistance, eviction prevention, legal aid, and economic mobility support to stabilize households at risk of displacement. In accordance with the Board's directive, these initiatives

focus on keeping all residents housed and protecting vulnerable tenants from eviction through financial relief and legal advocacy. Inclusive implementation is reflected through outreach to extremely low-income renters, inclusive of limited English proficient (LEP) households and communities of color in high-vulnerability tracts identified by the Tenant Vulnerability Index and COVID-19 Vulnerability & Recovery Index.

Permanent Housing Development & Capital Projects

Falling under Treasury categories 2.15 and 1.14, these projects expand the supply of affordable and permanent supportive housing through construction, rehabilitation, and adaptive reuse. They advance the Board's long-term goal of increasing housing capacity and creating local employment through construction investments and public–private partnerships. Inclusive implementation is built into every stage from site selection guided by the Equity Explorer to accessible, universal design standards and set asides for extremely low-income households and residents highly impacted by the pandemic, including people with disabilities.

Interim & Specialized Shelter Services

Projects in this category align with Treasury categories 2.16 and 1.14, emphasizing immediate, low-barrier shelter and supportive environments for people experiencing homelessness. They support the Board's Care First philosophy by providing harm reduction-based services, health care access, and pathways to permanent housing. Inclusive implementation ensures services reach justice-involved individuals, medically fragile residents, and unhoused people in high-risk areas such as Skid Row and wildfire zones, with outreach designed to meet linguistic and cultural needs across all SPAs.

Supportive Services & System Infrastructure

Aligned with Treasury categories 2.16 and 1.14, these projects strengthen the County's homelessness response systems through data integration, sanitation, and service coordination. They fulfill the Board's directive to build sustainable infrastructure that improves efficiency and accountability while supporting the workforce delivering housing and health services. Inclusive implementation is embedded through the geographic deployment of sanitation and outreach resources to the most impacted tracts, real-time data tools that reduce service fragmentation, and collaboration with community partners to ensure equal access to care and housing pathways.

Data & Metrics

The overarching goal guiding all Housing & Homelessness projects is preventing pandemic-related displacement and homelessness among vulnerable households while expanding long-term housing security through affordable housing creation and supportive services.

The following subsections provide detailed summaries of each Housing & Homelessness subcategory and their respective projects, accompanied by tables highlighting key progress metrics and preliminary data reported through September 2025. The projects are still reporting comprehensive preliminary data and refining data collection systems.

For clarity, the following column definitions, found within the tables for each subsection below, are provided:

- **Key Metrics Tracked:** specific performance indicators and outcomes tracked according to project design.
- **Key Outputs & Outcomes**: key outputs/outcomes reported through September 2025.
- **Populations Served:** primary groups that engage in or benefit from the program. Where possible, numbers of people served are included.
- **Geographic Targeting:** areas served, such as SPAs, census tracts, cities or districts, based on program descriptions and data-driven targeting.

Housing Stability & Financial Assistance

The Housing Stability & Financial Assistance subcategory encompasses 11 projects designed to prevent displacement and provide economic stability for households facing housing insecurity (see Table 14). These initiatives provide direct rental assistance, eviction prevention services, legal support, and economic mobility pathways that address both immediate housing crises and longer-term financial stability. Projects in this group have successfully reached tens of thousands of vulnerable households during the pandemic's peak economic impacts, with continued service delivery through 2025-2026.

Table 14: *Housing Stability & Financial Assistance Projects by Key Metrics and Outcomes, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Rental Subsidies for Permanent Supportive Housing	Applications processed; participants matched to rental subsidies; quarterly check-ins completed; participants connected to supportive services	As of Aug 2025: 896 participants connected to supportive services, 899 matched to rental subsidies, 3,782 quarterly check-ins completed.	People experiencing homelessness, including medically complex and high-acuity individuals, families, communities most negatively impacted by COVID-19	Countywide through Coordinated Entry System; non-geographically concentrated population focusing on high-need individuals across all eight SPAs
Intensive Case Management Services and Tenancy Support Services for Federal Voucher Holders	Participants enrolled; supportive service connections; housing placements secured; quarterly check-ins completed	As of Aug 2025: 1,469 participants enrolled, 1,466 connected to supportive services, 1,393 supported with housing, 10,167 quarterly check-ins completed.	People experiencing homelessness with chronic illness, disabilities, or high utilization of County services	Countywide via Coordinated Entry System; non-geographically concentrated population
LA County Rent Relief	Applications received; applications reviewed; rental units assisted; grant funds disbursed; applicants by priority group; applicants by census tract need tier; applicants at or below 80% Area Median Income	Application period 1/3/24–1/12/24; 7,767 applications received requesting over $156M in relief; application review underway; outreach via 10+ digital billboards in priority areas; technical assistance provided in 14 threshold languages.	Small mom-and-pop landlords (1-4 units); landlords and tenants at/below 80% Area Median Income; tenants at risk of pandemic-related eviction; LEP property owners and tenants	Countywide (excluding City of LA); priority for high/highest-need census tracts per COVID-19 Vulnerability and Recovery Index
Stay Housed LA County	Households receiving legal assistance; households receiving rental assistance; successful adjudications; eviction prevention services	By Sept 2025: 12,186 households served; 3,336 new full-scope legal cases opened; 8,850 limited-scope cases opened; short-term rental assistance distributed to 454 households; approx. 100 educational events.	Low-income tenants, including older adults, LEP communities, and communities of color; households in zip codes with high Tenant Vulnerability Index scores	Countywide (excluding City of LA); targeted zip codes identified via TVI, COVID-19 Vulnerability & Recovery Index, TRACT, OWN-IT tools

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
	provided; education events held			
Homelessness Prevention	Participants enrolled; intake assessments completed; supportive service linkages; financial assistance provided; exit surveys completed	As of Sept 2025: 620 participants enrolled, 1,000 linked to at least two supportive services, 718 exit surveys conducted	High utilizers of County services at imminent risk of homelessness, including single adults and families with serious mental illness, justice involvement, chronic health issues	Countywide serving all eight SPAs via predictive modeling through UCLA California Policy Lab
LA County Mortgage Relief Partnership	Households served; grants disbursed	Promotion in multiple languages; 168 non-mortgage relief grants disbursed; 204 mortgage relief grants disbursed	Renters in disproportionately impacted communities, including LEP households and communities of color; low-to-moderate income tenants at risk of displacement	High- and highest-need census tracts per COVID-19 Vulnerability & Recovery Index; moderate-need census tracts included but not prioritized
Tenant Protections Hotline and Small Claims Advisor Program	Calls answered; emails responded to; counseling sessions completed; enforcement referrals	Since launch: approx. 41,500 tenant calls, approx. 4,200 landlord/commercial calls, 600+ enforcement referrals, 1,200+ counseling sessions; surveys show increased understanding of rights.	Rent-burdened tenants; low-income households; vulnerable residents (e.g., LEP and older adult renters); small landlords needing assistance on tenant protections	Countywide with targeted outreach in high -need areas identified by Tenant Vulnerability Index
Landlord-Tenant Mediations	Mediations resolved; cases from high-need tracts; individuals served	As of Sept 2025: ~1,050 mediations resolved (~92% of target); ~780 cases involved participant from high-need census tract (~97% of target); over 1,800 individuals accessed services.	Low-income residents, tenants; small landlords; households impacted by COVID-related disputes; vulnerable residents, including but not limited to communities of color, LGBTQ+ communities, LEP households, and people with disabilities	Countywide with target of >=70% mediations involving participant from highest or high need census tract per ARDI Equity Explorer
Economic Mobility Initiative	Businesses reached; program enrollments; program graduations; employee ownership consultations; sidewalk vendor awards; contracting certifications	By Sept 2025: 350+ businesses reached; entrepreneurship academies launched in 3 Districts; employee ownership consultations underway; Youth pilot launched with 60 participants.	Entrepreneurs; microbusinesses; nonprofits; sidewalk vendors; from disproportionately impacted areas	Highest/high-need census tracts per COVID Vulnerability and Recovery Index, unincorporated areas, priority corridors identified with Supervisorial Districts
Economic Mobility Initiative-Commercial Acquisition Fund	Properties acquired; affordable commercial space created (sq. ft.); community-based awardees; tenants served	By Sept 2025: 5 properties acquired or under contract in Qualified Census Tracts, representing over 70,000 sq. ft. of affordable commercial space; 3 CBO awardees executing rehabilitation plans.	Small businesses in high-need and highest-need areas; emphasis on businesses vulnerable to displacement	Qualified Census Tracts countywide; emphasis on corridors with high displacement risk identified through Equity Explorer Tool
Volunteer Income Tax Assistance (VITA) for People Experiencing Homelessness	Households served; tax returns filed; earned income tax credit claims; child tax credit claims; individual taxpayer identification number applications filed; mobile events held; community-based organizations trained	By Sept 2025: approx. 3,800 households served; approx. 2,200 earned income tax credit claims; approx. 750 child tax credit claims; approx. 150 individual taxpayer identification number applications filed; 30+ mobile events; training provided to eight community-based organizations.	People experiencing homelessness; extremely low- to moderate-income households; communities facing barriers to tax filing	Highest and high-need census tracts across LA County, with focus on VITA deserts outside City of Los Angeles

Preliminary Progress on Populations Served & Geographic Targeting

The 11 Housing Stability & Financial Assistance projects collectively populations of need facing housing instability due to pandemic economic impacts, and early implementation confirms these populations are being reached. Nearly half of projects serve people experiencing or at imminent risk of homelessness (e.g., those with chronic illness, disabilities, serious mental illness, or justice involvement), with over 2,300 participants currently enrolled in rental subsidy and intensive case management programs. Many projects target low-income tenants at or below 80% Area Median Income, with multiple projects serving communities disproportionately at risk for eviction according to data, including LEP residents and communities of color; to date, over 12,000 households have received legal assistance and eviction prevention services. Several projects extend support to small mom-and-pop landlords and entrepreneurs from historically disadvantaged communities. Geographically, all projects employ data-driven targeting through tools including the COVID-19 Vulnerability and Recovery Index, Tenant Vulnerability Index, Equity Explorer, and UCLA California Policy Lab predictive modeling, with early metrics confirming effective targeting (i.e., approximately 97% of mediation cases involving participants from high-need census tracts). This consistent use of mapping tools across the subcategory demonstrates successful operationalization of the County's framework. Projects balance two complementary approaches: 1) countywide accessibility through the Coordinated Entry System ensuring high-acuity individuals receive services regardless of location; and 2) targeted concentration in specific census tracts and corridors experiencing greatest displacement risk. This dual strategy suggests that effective housing stability programming requires both universal access points and intentional resource concentration to address the geographic and demographic dimensions of housing insecurity.

Permanent Housing Development & Capital Projects

The Permanent Housing Development & Capital Projects subcategory comprises 11 projects designed to expand LA County's affordable and supportive housing supply through capital development, property acquisition, and facility improvements (see Table 15). These initiatives represent strategic long-term investments creating permanent housing infrastructure serving individuals experiencing homelessness and extremely low-income households for decades to come. Projects span various development approaches including Project Homekey property acquisitions, new construction through modular and prefabrication methods, rehabilitation of existing sites, and preservation of public housing. Most projects remain in development phases with construction milestones progressing toward completion timelines spanning 2025-2027.

Table 15: *Permanent Housing Development & Capital Projects by Key Metrics and Outcomes, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Project Homekey 2.0	Properties acquired; interim beds created; permanent supportive housing units created; units occupied; exits to permanent housing; 6-month retention rate; 12-month retention rate	By Sept 2025: approx. 25 properties acquired representing approx. 1,300 interim and permanent supportive housing units; approx. 850 units occupied; interim housing exits to permanent housing underway; service providers	People experiencing homelessness, including families, single adults, transitional-aged youth, chronically homeless, and disabled adults	Countywide with projects located primarily in COVID high-vulnerability census tracts; some in lower-vulnerability areas to expand service access

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
		delivering intensive case management services, health, employment supports.		
Project Homekey 2.0 - Expansion Project Homekey 3.0	Properties acquired; interim beds created; permanent supportive housing units created; units leased; 12-month retention rate	By Sept 2025: Six properties acquired or under contract representing approx. 450 interim/permanent supportive housing units; construction/rehab underway; no residents placed yet (consistent with timeline); lease-up projected late 2025 into 2026.	People experiencing homelessness, especially chronically homeless adults, families, and transitional-aged youth disproportionately impacted by COVID-19	Countywide with focus on properties in Qualified Census Tracts and high-need areas identified via COVID Vulnerability Index
Willow Tree	Construction milestones completed; units occupied; tenancy retention rate	Construction and rehabilitation completed in 2025; milestone completions achieved; agreement with Department of Health Services for intensive case management services reported; no data yet on occupancy, tenancy retention (service delivery start July 2025).	People experiencing homelessness, including medically vulnerable and at high risk of poor COVID-19 outcomes; communities with disproportionate rates of homelessness, including, Black/African American people; individuals experiencing homelessness with co-occurring physical and behavioral health issues	Compton, CA (1919 W. Artesia Blvd, Supervisorial District 2); placements made through Countywide Coordinated Entry System (non-geographically concentrated model)
Conversion of Interim Housing Units to Permanent Housing (PHK 1.0)	Construction completion (%); units leased; residents served; 12-month housing retention rate	As of Sept 2025: Construction ongoing across all nine sites; most sites at or above 50% completion, several nearing 75%; no units leased yet; substantial completion mid-2026 with immediate lease-up thereafter.	People experiencing homelessness or at high risk of homelessness and disproportionately impacted by COVID-19	Nine motel sites countywide: Baldwin Park, Hacienda Heights, Harbor City, Long Beach (East/West), Norwalk, Whittier, Compton (East/West)
Permanent Supportive Housing Through New Modular and Prefabrication Construction - West LA Armory Housing	Pre-development milestones; construction milestones; units completed; clients served	Pre-development underway; deed modification approved (Sept 2025 MU); lease pending until easement resolution; fire lane review outstanding; procurement of contractor and developer agreements scheduled.	Single adults and couples experiencing homelessness, with a focus on those disproportionately impacted by COVID-19, including medically complex individuals with co-occurring behavioral and substance use issues	SPA 5 - West LA (1300 Federal Ave)
Permanent Supportive Housing Through New Modular and Prefabrication Construction - Rancho Los Amigos Interim Housing	Beds operational; local hire compliance rate; exits to permanent housing; resident income/employment gains	Facility completed Sept 2023; service provider began admitting residents Sept 11, 2023; currently operating with 75-80 beds (60/40 male-female split); residents receiving case management and wraparound supports.	Primarily people experiencing homelessness with mobility limitations or physical disabilities upon discharge from Rancho Los Amigos Rehabilitation Center (remaining beds filled through Coordinated Entry System)	Countywide (non-geographically concentrated), though anchored at Rancho Los Amigos in Supervisorial District 4
Capital Projects - General Hospital	Stakeholder meetings held; exclusive negotiating agreement milestones completed; affordable housing units delivered; local hire compliance rate	Board approved $120.38M Stabilization Project (June 2025); exclusive negotiating agreements executed with Centennial Partners (July 2024); community engagement milestones	Low-income households; people experiencing homelessness; essential workers; older adults living in poverty; disproportionately impacted populations in	Los Angeles General Medical Center Campus with service impacts to Boyle Heights and adjacent neighborhoods (Census tract 203300,

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
		completed including 121 stakeholder meetings to date; negotiations of lease-leaseback terms underway.	Boyle Heights, Lincoln Heights, El Sereno, East LA, City Terrace	Highest need on COVID-19 Equity Explorer)
Capital Projects - Trans-Inclusive Housing	Pre-development milestones; construction milestones; individuals served	As of Sept 2025: Pre-development in progress; no expenditures reported; metrics remain baseline; key milestones include schematic design start Jan 2026 construction start projected Aug 2026.	High utilizers of County services or in post-hospitalization recovery; individuals experiencing homelessness, particularly the medically vulnerable or with complex health histories, including but not limited to transgender and non-binary people	SPA 2 (Supervisorial District 3, North Hollywood) with countywide reach via Housing for Health referral system
Funding New Private Sector Affordable Housing Development	Developers funded; units under development; units completed; units occupied; 12-month tenant retention rate	By Sept 2025: Notice of funding availability completed; 7 developers selected; approx. 500 units under development; construction started at several sites with expected lease-up beginning 2026; intensive case management and Departments of Mental Health and Health Services linkages secured.	Homeless individuals, extremely low-income households (<=30% annual median income); transitional-aged youth; survivors of violence/trafficking; special-needs populations disproportionately impacted by COVID-19	High-priority areas identified via Equity Explorer with emphasis on COVID-impacted census tracts
County Land Bank	Properties acquired; parcels repurposed	Two property acquisitions planned for late 2025 (Board letters scheduled Nov and Dec 2025); eight working group meetings held to guide Land Bank implementation; two community awareness events completed.	Low-income households at or below 50% annual median income; renters at risk of eviction or displacement; individuals experiencing homelessness; populations with disproportionate cost-burden and homelessness rates, including Black/African American and Latino residents	Countywide with priority emphasis on parcels along LA River and within census tracts with high COVID Vulnerability and Recovery Index scores
Capital Programs: Los Angeles County Development Authority (LACDA) Public Housing Capital Improvements	Residents benefiting; units improved	One capital improvement project completed; active progress on Palm balconies, Palm & West Knoll fire doors, Orchard Arms re-piping; estimated 485 residents will directly benefit.	Low-income households residing in LA County Development Authority public housing developments, including older adults, individuals with disabilities, and families	Selected LA County Development Authority public housing developments countywide, including Orchard Arms, Palm & West Knoll, Palm Apartments

Preliminary Progress on Populations Served & Geographic Targeting

The 11 Permanent Housing Development & Capital Projects uniformly target people experiencing homelessness, with particular emphasis on individuals facing the greatest barriers to housing stability. A defining characteristic across this subcategory is the focus on medically complex populations and individuals with complex needs (e.g., those with co-occurring physical and behavioral health conditions, mobility limitations, chronic disabilities, and high utilization of County services). Several projects serve specialized populations such as transitional-aged youth, survivors of violence and trafficking, and transgender and non-binary individuals, reflecting intentional efforts to create housing options for subpopulations often missed by traditional shelter systems. Collectively, these projects are

creating over 2,500 interim and permanent supportive housing units, with nearly 1,000 currently occupied and the remainder progressing through construction toward lease-up between 2025-2027. Geographically, projects balance site-specific strategic placement with countywide accessibility. Capital investments are concentrated in COVID high-vulnerability census tracts, Qualified Census Tracts, and communities identified through the Equity Explorer, spanning multiple Supervisorial Districts and SPAs. Simultaneously, most projects utilize the Coordinated Entry System's non-geographically concentrated placement model, ensuring individuals with the greatest needs can access housing regardless of where they became homeless. This approach (combining place-based investment in high-need communities with person-centered countywide access) demonstrates that expanding permanent housing supply requires both building in the right locations and connecting the right people to those units.

Interim & Specialized Shelter Services

The Interim & Specialized Shelter Services subcategory encompasses six projects designed to provide immediate shelter, crisis intervention, and transitional housing for individuals and families experiencing homelessness (see Table 16). These initiatives operate low-barrier facilities with wraparound supportive services, harm reduction approaches, and intensive case management connecting residents to permanent housing pathways. Projects serve specialized populations including medically vulnerable individuals, people with substance use disorders, justice-involved individuals, and those living in vehicles, with services operating across multiple sites countywide. Several projects have concluded operations after successfully serving populations of need while others continue expanding capacity.

Table 16: *Interim & Specialized Shelter Services Projects by Key Metrics and Outcomes, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Los Angeles County Care Community at Metro State Hospital	Site preparation completion (%); inspections completed	Hazmat inspection completed; abatement and make-ready work underway including environmental testing, inspections, monitoring; Job Order Contract executed with New Creation Engineering & Builders.	People experiencing homelessness; individuals with mental health disorders; individuals with substance use disorders; transitional-aged youth; residents at risk of homelessness	Countywide with services located at Metropolitan State Hospital campus in Norwalk (SPA 7)
Interim Housing Operating Costs for Community-Based Sites	Participants served; permanent housing referrals; permanent supportive housing connections; bed capacity	Between Jan and Aug 2022: 728 participants served across 10 sites, with 362 referred to housing resources and 117 connected to permanent supportive housing; Illumination Foundation served 140 participants (83 ARP funded), another partner served 106 participants (32 ARP funded).	People experiencing homelessness with complex medical and behavioral health needs requiring enhanced supportive interim housing	Countywide with beds distributed across 10 community-based sites spanning all eight SPAs
ODR Interim Housing Beds	Individuals housed; justice-impacted participants served; supportive services provided; permanent	11 interim housing sites operated serving medically vulnerable justice-involved individuals; clients connected to case	Justice-involved individuals experiencing homelessness with severe mental health or physical health needs	Countywide with placements in 11 sites; 70% of sites located in census tracts ranked as highest need under

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
	supportive housing linkage rate (%)	management, healthcare, permanent housing pathways		COVID-19 Vulnerability Index
Interim Housing Operating Costs for Safe Landing Site	Participants housed; needs assessments completed; intensive case management connections; permanent housing placements	Project served 136 participants during operational period including 36 in ARP-funded beds; participants received shelter, needs assessments, wraparound services, linkages to permanent housing pathways.	People experiencing homelessness, particularly medically vulnerable individuals with complex health and behavioral health conditions	Safe Landing facility located at 11460 S. Normandie Ave., Los Angeles, CA 90044 (Supervisorial District 2; high-need area per COVID-19 Vulnerability and Recovery Index)
Harm Reduction Health Hub	Jobs created; residents served; supportive service encounters; substance use service encounters; post-overdose support instances	As of Sept 2025: 20 respite beds being brought online; clinic averages 12-15 patients daily; cumulative metrics include 116 jobs created, 243 residents served, 458 supportive service encounters, 24 substance use service encounters, 595 instances of post-overdose support.	People who use substances; people engaged in sex work; individuals with justice system involvement; people experiencing homelessness	Skid Row, Los Angeles (qualified census tract, highest need tier census tracts)
Safe Parking	Clients served; exits to housing; case management referrals	As of March 2025: 169 clients exited to interim or permanent housing; safe parking slots (25 per site, 24/7) remain available; case management and supportive services expanded at all sites.	People experiencing vehicular homelessness; individuals with disabilities, mental health, or substance use challenges; low-income and disproportionately impacted populations, including communities of color	Countywide (services available across Los Angeles County, not limited to one Supervisorial District)

Preliminary Progress on Populations Served & Geographic Targeting

The six Interim & Specialized Shelter Services projects share a focus on people experiencing homelessness who face significant barriers to accessing traditional shelter, which includes those with co-occurring mental health and substance use disorders, justice system involvement, and complex medical conditions. A notable trend across this subcategory is the emphasis on low-barrier, harm reduction approaches designed to engage populations often excluded from conventional services, such as people who use drugs, individuals engaged in sex work, and those experiencing vehicular homelessness. Several projects specifically target justice-involved individuals, recognizing the intersection between incarceration, behavioral health challenges, and housing instability. Collectively, these projects have served over 1,200 individuals, with hundreds successfully transitioning to interim or permanent housing. Geographically, projects balance strategic placement in areas of concentrated need with countywide accessibility. Community-based interim housing sites span all eight SPAs, while other projects are concentrated in highest-need census tracts, with one project placing 70% of its sites in tracts ranked highest need under the COVID-19 Vulnerability Index. This distribution pattern reflects a key insight: effective interim shelter programming requires both broad geographic coverage to meet individuals where they are, and intentional concentration in communities experiencing the most acute homelessness and health challenges.

Supportive Service & System Infrastructure

The Supportive Service & System Infrastructure subcategory encompasses four projects designed to strengthen housing stability through enhanced service coordination, sanitation services, and data systems supporting individuals experiencing homelessness (see Table 17). These initiatives address critical gaps in supportive infrastructure including real-time bed tracking systems, wildfire safety outreach, sanitation services at encampment locations, and hygiene infrastructure. Projects operate countywide with concentration in areas with high unsheltered populations and elevated environmental risks. Services demonstrate innovation in system coordination while addressing basic needs fundamental to housing stability and public health.

Table 17: *Supportive Service & System Infrastructure Projects by Key Metrics and Outcomes, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Bed Availability Navigator System	Individuals connected to services; system integrations completed	Integration with Justice, Care, and Opportunities Department's Care Management System completed, enabling direct referral transfer; application testing and enhancements ongoing with International Business Machines Corporation (IBM); 25 developer meetings held; 19 training sessions conducted; three focus groups completed	County residents experiencing mental health crises, substance use issues, homelessness, or other conditions leading to justice system involvement; first responders and service navigators also benefit from streamlined tools	Countywide with priority benefits for communities with high COVID vulnerability and historically disadvantaged populations
Services for People Experiencing Homelessness in Very High Fire Hazard Severity Zones	Encampments assessed; individuals contacted; resources distributed; trainings completed	By Oct 2024: outreach teams assessed 21 encampments and contacted 250 individuals; 3,017 resources distributed including food, hygiene kits, transportation, service referrals; since launch, 978 encampments engaged, 16 specialized trainings completed, 11 fire studies conducted	People experiencing homelessness including individuals with disabilities, substance use disorders, and other vulnerabilities	14 Very High Fire Hazard Severity Zones in LA County including Santa Clarita Valley, Antelope Valley, Santa Monica Mountains, Lario Park
CEO - HI People Experiencing Homelessness Sanitation	Sanitation equipment deployed; areas served	Sheriff's Department and Department of Public Works received approvals for equipment purchases through Homeless Emergency Portal.	Individuals experiencing homelessness (high need, transient, difficult to count population) with focus on those in areas with high sanitation needs	Non-geographically concentrated population; locations around homeless encampments in Los Angeles County
People Experiencing Homelessness (PEH) Sanitation	Encampment cleanups completed; debris removed (cubic yards); encampments receiving prior notice (%); individuals receiving outreach services	As of June 2023: approximately 6,600 people experiencing homelessness received outreach services; total of 929 encampment cleanup requests submitted, 599 completed, resulting in removal of over 18,200 cubic yards of debris; 100% of encampments received prior notice exceeding 85% target.	People experiencing homelessness	Countywide with prioritization of encampments in high-need communities as identified by ARDI's Equity Explorer and COVID Vulnerability Index

Preliminary Progress on Populations Served & Geographic Targeting

The four Supportive Service & System Infrastructure projects differ from other Housing & Homelessness subcategories in that they focus on strengthening the systems and basic services that support housing stability rather than providing direct housing placements. All four projects serve people experiencing homelessness, with particular emphasis on unsheltered individuals living in encampments; a transient, difficult-to-count population often facing compound vulnerabilities including mental health crises, substance use disorders, disabilities, and justice system involvement. One project also benefits first responders and service navigators by creating streamlined coordination tools that improve system-wide efficiency. Collectively, these projects have reached thousands of individuals through outreach, resource distribution, and sanitation services, while also building data infrastructure that will benefit the County's homeless services system for years to come. Geographically, projects employ two distinct approaches based on the nature of services delivered. System infrastructure operates countywide, creating coordination tools that benefit all communities. Direct services, however, follow the unsheltered population, prioritizing encampments in high-need communities identified through the Equity Explorer and COVID Vulnerability Index, and specifically targeting 14 Very High Fire Hazard Severity Zones where homelessness intersects with elevated environmental risk. This subcategory demonstrates that effective homeless services require not only housing units and shelter beds, but also the underlying infrastructure (i.e., sanitation, safety outreach, and real-time coordination systems) that addresses basic needs and enables the broader system to function effectively.

Preliminary Outcomes and Lessons Learned

Preliminary data from Los Angeles County's 32 ARP-funded Housing & Homelessness projects demonstrate meaningful early progress across the full housing continuum — from eviction prevention and emergency assistance to interim shelter and permanent housing development. Collectively, these projects have served tens of thousands of households through rental assistance, legal services, and eviction prevention programming, while enrolling thousands more in intensive case management and supportive housing programs. Capital investments are creating over 2,500 new interim and permanent supportive housing units, with nearly 1,000 currently occupied and the remainder progressing through construction toward completion between 2025-2027. Interim shelter and harm reduction services have connected over 1,000 individuals to housing pathways, while infrastructure projects have strengthened system coordination and addressed basic needs for thousands of unsheltered residents. Across the theme, projects consistently demonstrate effective inclusion of people experiencing homelessness with complex medical and behavioral health needs, low-income tenants at risk of displacement, justice-involved individuals, and LEP households. Geographic strategies balance countywide accessibility through the Coordinated Entry System with intentional concentration in highest-need census tracts identified through mapping tools including the COVID-19 Vulnerability and Recovery Index, Tenant Vulnerability Index, and Equity Explorer.

Early strengths are emerging across implementation. Projects consistently apply evidence-based practices including Housing First principles, harm reduction approaches, intensive case management, and predictive modeling for homelessness prevention, while leveraging strong partnerships with community-based organizations and trusted messengers. Inclusive principles remain embedded

throughout: departments use data-driven targeting to prioritize highest-need census tracts, deliver services countywide through the Coordinated Entry System for non-geographically concentrated populations, conduct multilingual outreach reaching LEP households, and apply local hire requirements for capital projects. Programs demonstrate flexibility through culturally responsive engagement and streamlined eligibility criteria that reduce access barriers for vulnerable populations. Capital projects are strategically sited in Qualified Census Tracts and communities identified through mapping tools, while innovative approaches (e.g., harm reduction housing, affirming housing for transgender and non-binary individuals, and modular construction methods) demonstrate the County's commitment to meeting diverse needs and accelerating housing delivery timelines.

How Angelenos' lives are improving

Housing stability is improving for vulnerable households across the County. Tens of thousands of households received emergency rental assistance preventing displacement during pandemic-related economic disruption, enabling families to maintain housing, educational continuity for children, and employment stability. Thousands of tenants accessed free legal information, mediation services, and navigation support that prevented evictions and preserved community connections. For people experiencing homelessness, thousands are now enrolled in programs providing rental subsidies, intensive case management, and wraparound services, with quarterly check-ins connecting participants to healthcare, mental health treatment, and employment resources. Hundreds have successfully transitioned from interim shelter to permanent housing, while nearly 1,000 individuals currently occupy permanent supportive housing units with comprehensive on-site services. Economic pathways are expanding as hundreds of small businesses and entrepreneurs receive support through training, commercial space preservation, and technical assistance, while thousands of extremely low-income households have accessed tax filing assistance enabling them to claim Earned Income Tax Credits, Child Tax Credits, and other resources that build financial stability. Looking ahead, communities will gain lasting housing infrastructure as over 1,500 additional permanent supportive housing units currently under construction come online between 2025-2027, representing a significant expansion of the County's affordable housing supply.

Lessons emerging from ongoing implementation underscore several critical themes. Community partnership and culturally responsive outreach are essential for reaching vulnerable populations. Flexible eligibility criteria and streamlined application processes help overcome access barriers that often exclude those with greatest need. Evidence-based practices (i.e., Housing First, harm reduction, and intensive case management) generate sustained housing retention outcomes. Capital development requires realistic timeline expectations, with most projects spanning multiple years from planning through construction to full occupancy; however, innovative approaches including modular construction, prefabrication, and adaptive reuse demonstrate potential for accelerated delivery. Data collection and reporting systems continue to mature as projects refine documentation processes, with distinction between service delivery completion and data submission requiring ongoing attention. As these efforts continue, the County's ARP investments are actively preventing displacement, expanding permanent housing supply, providing crisis intervention and interim shelter, strengthening economic stability, and improving quality of life for vulnerable Angelenos.

Health & Well Being

Project Goals and Funding

Los Angeles County's Health & Well Being theme brings together 26 projects across several departments to address the critical health needs exposed and exacerbated by the COVID-19 pandemic. These projects span the full continuum of health interventions: immediate COVID-19 testing and response; violence prevention and trauma services; maternal and child health support; mental health crisis response; domestic violence services; capital investments in health facilities and recreational spaces; and community wellness infrastructure.

The total funding allocation for Health & Well Being projects is $657.9 million, with the largest investments in sustained public health response, capital health facility development, and recreation and wellness infrastructure. These investments span multiple County departments including Public Health, Mental Health, Parks and Recreation, Department of Aging and Disabilities, CEO Capital Projects, Consumer and Business Affairs, Board of Supervisors' Executive Office, and the Department of Children and Family Services.

To demonstrate how the County's 26 Health & Well Being projects span a continuum of interventions, they are presented below, organized into five subcategories based on the primary needs they address (see Table 18). This structure highlights how individual projects collectively work to protect lives, promote mental and physical health, strengthen public health infrastructure, and support vulnerable populations. The following sections outline each subcategory in greater detail, illustrating how coordinated investments across these areas create an integrated approach to community health and resilience.

Table 18: *Health & Well Being Subcategories by Subgroups*

Subcategory	Projects by Subgroups
COVID-19 Response & Public Health Infrastructure	• Sustained Public Health Response and Supports for COVID-19 • Community Testing • Community Based Outreach - DPH • Community-Based Outreach – Mental Health • Community Navigators • Public Health Laboratory-Study • Domestic Violence Experts for DCFS Hotline
Healthcare Facilities & Services	• North Hollywood Integrated Health Center • MLK Sexual Health Clinic • H. Claude Hudson Urgent Care Expansion
Violence Prevention & Survivor Services	• Trauma Prevention Partnerships • Domestic Violence Shelter-Based Program • Small Dollar Grants for Domestic Violence Survivors • Increase Capacity to Address Pandemic-Related Hate
Maternal, Child & Family Health	• Home Visiting • Guaranteed Income for At-Risk Expectant and Parenting Mothers • Nurse Family Partnership
Recreation & Community Wellness Infrastructure	• MacLaren Park • Recreation and Aquatics at County Parks • Elder Nutrition Program • Rail to River • EMJ Sports Complex and Park Improvements • Pathway Torrance Assistance Center • Revitalization of Mother's Beach and Marina Improvements

Subcategory	Projects by Subgroups
	• Recreation Programming at County Parks • Project Angel Food

COVID-19 Response & Public Health Infrastructure

The COVID-19 Response & Public Health Infrastructure subcategory encompasses seven projects designed to maintain critical public health capacity and protect vulnerable populations from virus transmission (see Table 19). These initiatives operate at the front lines of pandemic response, providing accessible testing, contact tracing, vaccination support, and community-based outreach ensuring disproportionately impacted populations receive comprehensive public health protection.

Table 19: *COVID-19 Response & Public Health Infrastructure Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Sustained Public Health Response and Supports for COVID-19	Department of Public Health	$316.4 million
Community Testing	Department of Public Health	$19.5 million
Community Based Outreach - DPH	Department of Public Health	$15 million
Community Based Outreach- Mental Health	Department of Mental Health	$7.5 million
Community Navigators	Chief Executive Office	$2.75 million
Public Health Laboratory-Study	Chief Executive Office	$800,000
Domestic Violence Experts for DCFS Hotline	Department of Children and Family Services	$60,000

- **Sustained Public Health Response and Supports for COVID-19** maintain critical public health infrastructure and COVID-19 response capabilities including testing, contact tracing, vaccination, case investigation, outbreak response, and health communications. Services are delivered countywide with geographically targeted outreach to communities identified as highest need and high need through the COVID-19 Vulnerability & Recovery Index, ensuring vulnerable populations receive comprehensive public health protection.
- **Community Testing** provides accessible COVID-19 testing services through fixed sites, mobile units, and pop-up testing events. Services are geographically targeted with priority placement in communities experiencing highest COVID-19 burden and lowest healthcare access, ensuring vulnerable populations can access testing without cost or documentation barriers.
- **Community Based Outreach – DPH** deploys community health workers to provide public health education, COVID-19 prevention information, service navigation, and healthcare linkages. Services are geographically targeted to communities experiencing health disparities, with outreach workers conducting door-to-door canvassing, attending community events, and partnering with trusted community organizations in census tracts ranked as Highest need and High need.
- **Community-Based Outreach - Mental Health** provides community-based mental health services, crisis intervention, case management, and peer support through storefront locations, mobile teams, and community partnerships. Services are geographically targeted to communities

with limited mental health service access, with programs delivered in census tracts ranked as highest need and high need, reducing barriers to care through community-based settings.

- **Community Navigators** connects residents with essential health and social services through community-based navigators who provide application assistance, service coordination, language interpretation, and advocacy. Services are geographically targeted to communities experiencing multiple barriers to service access including limited English proficiency, documentation concerns, and geographic isolation, with navigators embedded in trusted community organizations serving census tracts ranked as highest need and high need.

- **Public Health Laboratory-Study** enhances laboratory capacity for public health testing, disease surveillance, and outbreak investigation through facility assessment and improvement planning. The countywide facility supports public health protection across all communities, with particular importance for rapid response to emerging health threats.

- **Domestic Violence Experts for DCFS Hotline** integrates specialized domestic violence expertise into child welfare hotline services, improving identification of domestic violence in child abuse reports and connecting families to appropriate services. The countywide service enhancement ensures that calls involving domestic violence receive expert consultation and appropriate service referrals regardless of caller location.

Healthcare Facilities & Services

The Healthcare Facilities & Services subcategory encompasses three capital projects designed to expand healthcare access in disadvantaged communities through the development and expansion of integrated health facilities (see Table 20). These initiatives address structural barriers to healthcare access by creating new facilities and expanding existing ones in communities experiencing greatest health burden and lowest healthcare availability, ensuring residents can access primary care, specialty services, and urgent care without traveling to distant facilities.

Table 20: *Healthcare Facilities & Services Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
North Hollywood Integrated Health Center	CEO Capital Projects	$89.3 million
MLK Sexual Health Clinic	CEO Capital Projects	$42.2 million
H. Claude Hudson Urgent Care Expansion	CEO Capital Projects	$3.7 million

- **North Hollywood Integrated Health Center** develops a comprehensive health center providing integrated primary care, behavioral health, dental services, and specialty care. The geographically targeted facility is in North Hollywood (SPA 2) serving communities in census tracts designated as high need, expanding healthcare access for populations in North Los Angeles.

- **MLK Sexual Health Clinic** expands sexual health services including sexually transmitted infections testing and treatment, HIV prevention and care, reproductive health services, and health

education. The geographically targeted facility is in Willowbrook, serving South Los Angeles communities in census tracts designated as highest need.

- **H. Claude Hudson Urgent Care Expansion** expands urgent care capacity providing immediate medical treatment for acute illnesses and injuries, reducing emergency department utilization for non-emergency conditions. The geographically targeted facility is in South Los Angeles in census tracts designated as highest need, expanding healthcare access in communities with limited urgent care options.

Violence Prevention & Survivor Service

The Violence Prevention and Survivor Services subcategory represent four projects implementing public health approaches to violence while providing comprehensive support for survivors (see Table 21). These initiatives recognize violence as a preventable public health problem requiring coordinated community-based interventions addressing root causes while supporting survivors with safety, economic stability, legal advocacy, and trauma recovery.

Table 21: *Violence Prevention & Survivor Service Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Trauma Prevention Partnerships	Public Health	$25 million
Domestic Violence Shelter-Based Program	Public Health	$11.1 million
Small Dollar Grants for Domestic Violence Survivors	Consumer and Business Affairs	$4 million
Increase Capacity to Address Pandemic-Related Hate	Board of Supervisors	$2 million

- **Trauma Prevention Partnerships** implements community-based violence prevention and trauma recovery services using public health approaches to address root causes of violence. Services are geographically targeted to communities experiencing high rates of violence, with programs delivered in census tracts ranked as highest need and high need, focusing on neighborhoods most impacted by community violence and trauma.

- **Domestic Violence Shelter-Based Program** provides shelter and comprehensive supportive services including safety planning, counseling, legal advocacy, childcare, and economic empowerment for survivors of domestic violence and their children. Services are delivered countywide through contracted CBOs, with shelter locations distributed across SPAs to ensure geographic access for survivors fleeing violence.

- **Small Dollar Grants for Domestic Violence Survivors** offers immediate financial assistance for emergency needs including temporary housing, security deposits, utility payments, transportation, childcare, and other crisis expenses enabling survivors to establish safety and stability. Services are available countywide with geographically targeted outreach through domestic violence service providers, legal services organizations, and CBOs serving vulnerable communities.

- **Increase Capacity to Address Pandemic-Related Hate** enhances services and support for victims of pandemic-related hate incidents including reporting mechanisms, victim assistance,

community education, and coordination with law enforcement and community organizations. Services are available countywide with geographically targeted outreach to communities experiencing increased hate incidents, particularly Asian American and Pacific Islander communities that experienced an increase in bias-related violence during the pandemic based on data from the County's Annual Hate Crime Report.

Maternal, Child, & Family Health

The Maternal, Child & Family Health subcategory encompasses three projects designed to improve birth outcomes, child development, and family wellbeing through evidence-based support for pregnant individuals and families with young children (see Table 22). These initiatives combine home-based clinical services with economic stability support, recognizing that maternal and child health outcomes require both direct health services and economic resources addressing poverty as a fundamental driver of health disparities.

Table 22: ***Maternal, Child, & Family Health Projects by Administering Department and Allocation Amount***

Project	Administering Department	Allocation
Home Visiting	Department of Public Health	$9.2 million
Guaranteed Income for At-Risk Expectant and Parenting Mothers	Department of Public Health	$5 million
Nurse Family Partnership	Department of Public Health	$1.6 million

- **Home Visiting** provides home-based support services for pregnant individuals and families with young children through evidence-based models including Healthy Families America and Parents as Teachers. Services are geographically targeted to communities experiencing highest rates of maternal and infant health disparities, with home visitors supporting families in census tracts ranked as highest need and high need.
- **Guaranteed Income for At-Risk Expectant and Parenting Mothers** provides unconditional cash assistance to expectant and new mothers facing economic hardship, supporting prenatal health, birth outcomes, and early childhood development through economic stability. Services are geographically targeted to communities experiencing highest rates of maternal and infant health disparities, with priority enrollment for residents of census tracts ranked as highest need.
- **Nurse Family Partnership** connects first-time mothers with registered nurses who provide prenatal and early childhood support through regular home visits from pregnancy through child's second birthday. Services are geographically targeted to communities experiencing highest rates of maternal and infant health disparities, following the evidence-based Nurse Family Partnership model that has demonstrated improved birth outcomes, child development, and family economic self-sufficiency.

Nutrition, Wellness, & Recreation Infrastructure

The Nutrition, Wellness & Recreation Infrastructure subcategory encompasses nine projects designed to promote community health and wellbeing through nutrition support and accessible recreation and wellness facilities (see Table 23). These initiatives recognize that food security and

physical activity represent fundamental determinants of health, providing nutritious meals to food-insecure older adults while creating and expanding recreation facilities, aquatics programs, and community spaces that support physical activity, social connection, and quality of life across the County.

Table 23: ***Nutrition, Wellness, & Recreation Infrastructure Projects by Administering Department and Allocation Amount***

Project	Administering Department	Allocation
MacLaren Park	CEO Capital Projects	$19.2 million
Recreation and Aquatics at County Parks	Parks & Recreation	$18.8 million
Elder Nutrition Program		$17.3 million
Rail to River	CEO Capital Projects	$15 million
EMJ Sports Complex and Park Improvements	CEO Capital Projects	$12 million
Pathway Torrance Assistance Center	CEO Capital Projects	$11 million
Revitalization of Mother's Beach and Marina Improvements	CEO Capital Projects	$4.3 million
Recreation Programming at County Parks	Parks & Recreation	$1.7 million
Project Angel Food	CEO Capital Projects	$1 million

- **MacLaren Park** improves recreational facilities promoting community health, physical activity, and social connection through upgraded playgrounds, sports facilities, walking paths, and green space. The geographically targeted project is in El Monte (SPA 3) in census tracts designated as highest need.
- **Recreation and Aquatics at County Parks** restores and expands recreation and aquatics programs at County parks including swimming pools, sports facilities, fitness programs, and youth activities that were suspended during pandemic closures. Services are delivered countywide across County park facilities with geographically targeted programming expansion in census tracts ranked as highest need and high need, providing accessible opportunities for physical activity, skill development, and social connection.
- **Elder Nutrition Program** delivers nutritious meals to food-insecure older adults through congregate meal sites and home-delivered meal services. Services are delivered countywide with geographically targeted outreach to census tracts ranked as highest need, high need, and moderate need, ensuring older adults in vulnerable communities receive consistent nutrition support.
- **Capital Projects - Rail to River** creates community spaces supporting public health and wellness through outdoor recreation, walking paths, community gardens, and gathering spaces connecting neighborhoods to natural areas. The geographically targeted project serves East Los Angeles communities in census tracts designated as highest need and high need.
- **Capital Projects - EMJ Sports Complex and Park Improvements** enhances sports and recreation facilities promoting youth development, physical activity, and community wellness. The geographically targeted project is in El Monte (SPA 3) serving communities in census tracts designated as highest need.

- **Capital Projects - Pathway Torrance Assistance Center** develops an integrated services center providing coordinated healthcare, mental health services, substance use treatment, and social services. The geographically targeted facility is in Torrance (SPA 8) in census tracts designated as high need, creating a centralized location for vulnerable populations to access multiple services.
- **Capital Projects - Revitalization of Mother's Beach and Marina Improvements** improves recreational waterfront access for families through beach restoration, play areas, accessible facilities, and safety improvements. The geographically targeted project is in Long Beach (SPA 8) serving communities in census tracts designated as high need, providing coastal recreation access for inland residents.
- **Recreation Programming at County Parks** develops diverse recreation programming promoting community wellness, physical activity, social connection, and youth development through sports leagues, fitness classes, arts programs, and community events. Services are delivered countywide across County park facilities with geographically targeted programming expansion in census tracts ranked as highest need and high need.
- **Capital Projects - Project Angel Food** supports food preparation and delivery infrastructure for medically vulnerable individuals including people living with serious illnesses, older adults, and individuals with disabilities who cannot prepare meals independently. The geographically targeted facility is in Los Angeles providing food distribution serving medically vulnerable populations countywide.

Impact Statements and Project Designs

Los Angeles County's Health & Well Being theme consists of 26 projects that aim to maintain critical public health capacity, expand healthcare access, prevent and respond to violence, support maternal and child health, and promote community wellness. The impact statements across the theme align with an intentional and comprehensive strategy: sustained public health response and testing services that protect vulnerable populations from virus transmission; capital investments in healthcare facilities that expand access in disadvantaged areas; violence prevention and survivor services that address root causes while providing comprehensive support; maternal and child health programs that improve birth outcomes through evidence-based interventions and economic support; and nutrition and wellness infrastructure that promotes physical activity, food security, and community connection.

These project efforts maintain essential pandemic response capacity while building long-term health infrastructure serving communities most impacted by health disparities throughout the entire lifespan. Proposals were required and prioritized serving vulnerable populations, including communities experiencing highest COVID-19 burden, survivors of violence, pregnant individuals and families with young children, food-insecure older adults, and those disproportionately impacted by historical health disparities. These priorities build on proven County programs and demonstrate innovation, whether through integrated health facility design, evidence-based home visiting models, or community-driven violence prevention.

Design objectives span the health continuum: capital projects set specific facility development and service delivery targets, often co-locating multiple services to reduce fragmentation. Some projects focus on immediate pandemic response and disease surveillance while others invest in lasting infrastructure. COVID-19 response and testing projects focus on accessible, no-cost services reaching vulnerable populations through mobile units and community partnerships. Violence prevention projects employ evidence-based strategies including violence interruption, hospital-based intervention, and trauma recovery services. Maternal and child health projects combine clinical home visiting with economic assistance addressing poverty as a driver of health outcomes. Supportive services projects establish goals for engagement, service delivery intensity, and health outcomes. Collectively, these investments lay the groundwork for long-term improvements in population health, reduced health disparities, and greater health access across Los Angeles County.

An overview of the impact statement's common themes and specific outcomes are provided below for the 26 Health & Well Being projects within their five subcategories: COVID-19 Response & Public Health Infrastructure; Healthcare Facilities & Services; Violence Prevention & Survivor Services; Maternal, Child & Family Health; and Nutrition, Wellness & Recreation Infrastructure.

COVID-19 Response & Public Health Infrastructure

These projects focus on maintaining critical public health capacity and protecting vulnerable populations from virus transmission through accessible testing, community-based outreach, and support services. Sustained Public Health Response and Supports for COVID-19 addresses prevention, surveillance, and control particularly in disproportionately impacted communities, ensuring protection through countywide capacity. Community Testing ensures inclusive access to vaccines, testing, and therapeutics by targeting high-need communities using data-driven approaches and providing flexible delivery models including homebound outreach. Community-Based Outreach - DPH deploys community health workers providing psychosocial support, education, and service linkages reducing disparities in health access. Community Navigators facilitate recovery by linking vulnerable residents to ARP-funded health and social services, building resilience and trust. Community-Based Outreach - Mental Health provides targeted mental health services, crisis intervention, and peer support in high-need communities reducing barriers to care. Public Health Laboratory-Study enhances laboratory capacity supporting efficient, effective testing services reducing hospitalization and death. Domestic Violence Experts for DCFS Hotline integrates specialized expertise into child welfare services, improving identification of domestic violence and appropriate service referrals. Collectively, these programs provide accessible public health protection, community engagement, and crisis support to vulnerable Angelenos.

Healthcare Facilities & Services

Projects in this subcategory expand healthcare access in disadvantaged communities through capital investments in integrated health facilities. North Hollywood Integrated Health Center closes health access gaps by co-locating primary care, behavioral health, mental health, urgent care, and wellness services under one roof, reducing fragmentation and improving coordination. The MLK Sexual Health Clinic expands access to sexual health and integrated care services in South LA, addressing high HIV prevalence and barriers to care in populations that have historically experienced difficulty with access. H. Claude Hudson Urgent Care Expansion improves healthcare outcomes and reduces

mortality and morbidity by expanding urgent care access in communities with limited options. Across these projects, the impact statements emphasize expanded facility capacity, co-located services reducing fragmentation, and targeted location in communities experiencing greatest health burdens and lowest healthcare availability. These capital investments address structural barriers to healthcare access by bringing primary care, specialty services, and integrated support to communities rather than requiring travel to distant facilities.

Violence Prevention & Survivor Services

Violence prevention and survivor services projects work to reduce violence, support survivors, and address pandemic-related hate incidents through comprehensive community-based interventions. Trauma Prevention Partnerships focus on reducing violence and building sustainable community-driven infrastructure for public safety and healing by empowering grassroots organizations and peer specialists with lived experience of violence. Domestic Violence Shelter-Based Program provide shelter and comprehensive supportive services including safety planning, counseling, legal advocacy, and economic empowerment for survivors and their children, recognizing empowerment as essential to recovery. Small Dollar Grants for Domestic Violence Survivors provide flexible financial assistance reducing financial dependence on abusers, supporting safe relocation, and addressing immediate needs such as healthcare and childcare. Increase Capacity to Address Pandemic-Related Hate improves access to anti-hate interventions for historically disadvantaged populations through a multi-faceted approach addressing systemic barriers and fostering safer, more inclusive communities. Collectively, these projects employe public health approaches to violence, recognizing that effective violence prevention and survivor support requires both immediate safety interventions and comprehensive recovery services addressing multiple dimensions of survivor needs.

Maternal, Child & Family Health

Maternal and child health projects aim to improve birth outcomes, child development, and family wellbeing through evidence-based support for pregnant individuals and families with young children. Home Visiting provides early intervention, family support, and connections to health, educational, and social resources strengthening family well-being and supporting healthy child development through evidence-based models. Nurse Family Partnership supports vulnerable pregnant and parenting families through registered nurses providing prenatal and early childhood support, transforming parents' lives and children's lives for generations through demonstrated effectiveness in improving birth outcomes and child development. Guaranteed Income for At-Risk Expectant and Parenting Mothers reduces birth disparities by providing unconditional cash assistance to mothers facing economic hardship, demonstrating the impact of alleviating economic stress on infant and maternal health outcomes. Collectively, these projects combine clinical home visiting services with economic stability support, recognizing that maternal and child health outcomes require both direct health services and economic resources addressing poverty as a fundamental driver of health disparities.

Nutrition, Wellness & Recreation Infrastructure

Nutrition, wellness, and recreation infrastructure projects promote community health and wellbeing through food security support and accessible recreation and wellness facilities. Elder Nutrition Program improves lives of LA County seniors by providing nutritious meals to food-insecure adults

ages 60+ through congregate and home-delivered meal services, supporting health and independent living. Rail to River creates safe, accessible outdoor recreation corridors reducing barriers to recreation, increasing active transportation, improving health, and fostering community resilience for residents in high-need communities. MacLaren Park supports improved physical and mental health by providing 5.3 acres of new parkland with upgraded facilities promoting physical activity and community connection for nearby residents. EMJ Sports Complex and Park Improvements creates new opportunities for recreation, cultural engagement, and community development through sports facilities and park improvements. Revitalization of Mother's Beach and Marina Improvements reduces barriers to coastal access providing safe, inclusive recreation opportunities creating pathways for historically disadvantaged youth and families. Recreation and Aquatics at County Parks provides access to caring staff and natural spaces supporting mental, physical, and emotional health through restored programs suspended during pandemic closures in high need communities. Recreation Programming at County Parks provides access to free recreation programming ensuring children, youth, families, and older adults in high-need communities recover from COVID-19, improve health outcomes, and build community connection. Pathway Torrance Assistance Center increases inclusive access to healthcare and integrated services strengthening community resilience through modern, inclusive facilities. Project Angel Food provides medically tailored meals to seriously ill residents ensuring vulnerable populations disproportionately impacted by COVID-19 receive essential nutrition support. Collectively, these projects recognize that food security and physical activity represent fundamental determinants of health, providing both immediate support services and lasting infrastructure promoting wellness across the County.

Alignment: Treasury, Board Priorities, & County Principles

The 26 Health & Well Being projects were selected to respond to critical health needs exposed and exacerbated by the COVID-19 pandemic while building sustainable public health infrastructure (see Table 24). Collectively, they advance three complementary goals: (1) maintain essential public health capacity through testing, surveillance, and community engagement, (2) expand healthcare access in disadvantaged communities through capital facility investments, and (3) address specific health threats including violence, maternal and infant mortality, and food insecurity through evidence-based interventions. Each project is aligned with Treasury expenditure categories and reflects the Board's directive to promote inclusivity.

Table 24: ***Health and Well Being Project Alignment with Treasury, Board Priorities, & County Principles***

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
COVID-19 Response & Public Health Infrastructure			
• Sustained Public Health Response and Supports for COVID-19 • Community Testing • Community Based Outreach - DPH • Community-Based Outreach – Mental Health	1.7 - Other COVID-19 Public Health Expenses 1.2 - COVID-19 Testing 1.4 - Prevention in Congregate Settings 3.4 - Public Sector Capacity: Effective Service Delivery	Protects vulnerable populations from virus transmission through accessible testing, surveillance, and community-based outreach. Ensures inclusive health protection.	Prioritizes vaccine and testing access in Healthy Places Index+ areas. Linguistically and culturally tailored outreach through community-based organizations. Multilingual materials. Reduces

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
• Community Navigators • Capital Projects - Public Health Laboratory-Study • Domestic Violence Experts for DCFS Hotline			disparities in child welfare through improved domestic violence identification.
Healthcare Facilities & Services			
• Capital Projects - North Hollywood Integrated Health Center • Capital Projects - MLK Sexual Health Clinic • Capital Projects - H. Claude Hudson Urgent Care Expansion	1.4 - Prevention in Congregate Settings	Expands healthcare access in disadvantaged communities and reduces health disparities through strategic facility development.	Culturally and linguistically competent, trauma-informed services. Facilities in high-need census tracts serving uninsured and Medi-Cal patients. Workforce development reflecting community diversity.
Violence Prevention & Survivor Services			
• Trauma Prevention Partnerships • Domestic Violence Shelter-Based Program • Small Dollar Grants for Domestic Violence Survivors • Increase Capacity to Address Pandemic-Related Hate	1.11 - Community Violence Interventions	Addresses violence and supports survivors through evidence-based prevention and comprehensive trauma recovery services.	Prioritized hardest-hit communities. Community-based partnerships expand reach to linguistically diverse populations. Disaggregated demographic data ensures racial/ethnic inclusive evaluation. Programming in Spanish, Chinese, Tagalog, Korean, and Vietnamese.
Maternal, Child & Family Health			
• Home Visiting • Guaranteed Income for At-Risk Expectant and Parenting Mothers • Nurse Family Partnership	2.12 - Healthy Childhood Environments: Home Visiting 2.3 - Household Assistance: Cash Transfers	Improves birth outcomes and child development for vulnerable pregnant individuals and families through evidence-based support and economic stability.	Intentionally addresses maternal and child health disparities in communities disproportionately impacted by COVID-19. Targets populations with worst birth outcomes. Community advisory groups with lived experience shape design. Staff reflecting community diversity.
Nutrition, Wellness & Recreation Infrastructure			
• Capital Projects - MacLaren Park • Recreation and Aquatics at County Parks • Elder Nutrition Program • Capital Projects - Rail to River • Capital Projects - EMJ Sports Complex and Park Improvements	2.1 - Household Assistance: Food Programs 1.4 - Prevention in Congregate Settings 2.37 - Economic Impact Assistance: Other 1.14 - Other Public Health Services	Promotes community health and wellbeing through nutrition support for vulnerable older adults and recreation infrastructure creating safe spaces for activity and connection.	60% of nutrition allocations to Highest/High/Moderate need areas with culturally/linguistically appropriate services. Recreation projects in historically disadvantaged communities. 30% construction jobs to Local Workers, 10% to Targeted Workers. Services in 10+ languages for vulnerable youth, English learners,

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
• Capital Projects - Pathway Torrance Assistance Center • Capital Projects - Revitalization of Mother's Beach and Marina Improvements • Recreation Programming at County Parks • Capital Projects - Project Angel Food			older adults with disabilities, and unhoused individuals; ADA-compliant design.

As articulated in the columns above:

- **Treasury Expenditure Categories** maps projects to an allowable ARP expenditure category. This ensures compliance with federal spending guidance.
- **Board Priorities** connects the projects to the Board's intent to direct the County's ARP investments to address immediate public health threats, strengthen healthcare infrastructure, support vulnerable populations including survivors of violence and families with young children, and embed inclusivity across all recovery activities**.**
- **County Principles** demonstrates how inclusivity is operationalized through expansive outreach to high vulnerability census tracts using the COVID-19 Vulnerability and Recovery Index, multilingual communication and culturally responsive service design, inclusion of historically disadvantaged and underrepresented populations facing barriers to access, local and targeted hiring requirements for capital projects, and trauma-informed and harm reduction service models. Each project in this category includes concrete strategies to reduce health disparities and ensure that Angelenos most affected by COVID-19 receive the greatest benefit.

Each of the projects included demonstrate how their work specifically supports inclusivity through the ways in which projects prioritize Angelenos in highest need communities. A synthesis by subcategory is provided below.

COVID-19 Response & Public Health Infrastructure

Projects in this subcategory align with Treasury categories 1.7, 1.2, 1.4, and 3.4, providing testing, surveillance, outbreak response, community-based outreach, and service navigation ensuring access to public health protection. In accordance with the Board's directive, these initiatives maintain critical pandemic response capacity while building lasting public health infrastructure serving communities most impacted by health disparities. Inclusive implementation is reflected through strategic placement of testing and vaccination clinics in high-need Healthy Places Index+ areas addressing disparities by race, ethnicity, immigration status, and language access. Outreach is linguistically and culturally tailored through partnerships with community-based organizations rooted in impacted communities, ensuring vaccine and testing access reaches limited-English-proficient populations. Multilingual materials and events, hub-and-spoke models connecting vulnerable residents to services and hiring of outreach staff from disadvantaged communities enable access to public health protection.

Healthcare Facilities & Services

Falling under Treasury category 1.4, these projects expand healthcare access in disadvantaged communities through capital investments in integrated health facilities combining primary care, behavioral health, dental services, urgent care, and specialty services. They advance the Board's goal of addressing long-standing healthcare access gaps and reducing health disparities through strategic facility development in high-need census tracts. Inclusive implementation is built into facility siting decisions prioritizing highest-need neighborhoods identified by the COVID-19 Vulnerability and Recovery Index. Services are designed with culturally and linguistically competent care, trauma-informed approaches, and workforce development reflecting community diversity. Facilities access for uninsured and Medi-Cal patients, incorporates ADA-compliant infrastructure, and integrates measures into service delivery ensuring that communities experiencing greatest health burdens receive culturally responsive, accessible care.

Violence Prevention & Survivor Services

Projects in this category align with Treasury category 1.11, implementing community violence interventions addressing violence as a public health problem while providing comprehensive survivor services. They support the Board's commitment to violence prevention and survivor empowerment by funding evidence-based prevention strategies, trauma recovery services, and multi-faceted support addressing safety, economic stability, legal advocacy, and healing. Inclusive implementation prioritizes funding for hardest-hit communities through community-based organization partnerships expanding reach into linguistically diverse and culturally specific communities. Programs collect disaggregated racial and ethnic demographic data ensuring needs-centered evaluation of who is served. Multilingual applications, culturally specific service providers, and minimal eligibility barriers ensure inclusive access for all, including communities of color, immigrant populations, and other historically disadvantaged and disproportionately impacted populations. Programming and outreach in multiple languages including Spanish, Chinese, Tagalog, Korean, and Vietnamese ensure that non-English-speaking survivors can access services.

Maternal, Child & Family Health

Aligned with Treasury categories 2.12 and 2.3, these projects improve birth outcomes and child development through evidence-based home visiting and economic support for pregnant individuals and families with young children. They fulfill the Board's commitment to supporting families most impacted by health disparities through proven interventions addressing maternal and child health gaps. Inclusive implementation is intentional and deliberate, with programs serving communities disproportionately impacted by COVID-19 and populations with the worst birth outcomes. Community advisory groups with lived experience shape program design and service delivery. Services are delivered by staff reflecting community diversity through culturally responsive engagement ensuring that prenatal care, early childhood support, and economic assistance reach families with the greatest need.

Nutrition, Wellness & Recreation Infrastructure

Aligned with Treasury categories 2.1, 1.4, 2.37, and 1.14, these projects promote community health and wellbeing through nutrition support for food-insecure older adults and recreation and wellness

infrastructure creating safe, accessible spaces for physical activity and community connection. They support the Board's commitment to health inclusivity by addressing food security, promoting physical activity, and strengthening community resilience through public space improvements. Inclusive implementation ensures that at least 60% of nutrition program allocations flow to highest-need, high-need, and moderate-need areas with culturally and linguistically appropriate service delivery. Recreation and capital projects are sited in historically disadvantaged communities to address long-standing disparities in park access. Construction projects include commitments for at least 30% Local Worker jobs and 10% Targeted Worker jobs ensuring community residents benefit from employment. Services are delivered in 10 or more languages with culturally tailored programming prioritizing residents of high-need communities who have faced barriers to access, including but not limited, youth of color, English language learners, older adults with disabilities, and individuals experiencing homelessness. ADA-compliant design ensures physical accessibility for people with disabilities.

Data & Metrics

The overarching goal guiding all Health & Well Being projects is preventing disease, reducing health disparities, and improving population health through maintained public health capacity, expanded healthcare access, violence prevention, maternal and child health support, and community wellness.

The following subsections provide detailed summaries of each Health & Well Being subcategory and their respective projects, accompanied by tables highlighting key progress metrics and preliminary data reported through September 2025. The projects are still reporting comprehensive preliminary data and refining data collection systems.

For clarity, the following column definitions, found within the tables for each subsection, are provided:

- **Key Metrics Tracked**: specific performance indicators and outcomes tracked according to project design.
- **Key Outputs & Outcomes**: key outputs/outcomes reported through September 2025.
- **Populations Served**: primary groups that engage in or benefit from the program. Where possible, numbers of people served are included.
- **Geographic Targeting**: areas served, such as SPAs, census tracts, cities or districts, based on program descriptions and data-driven targeting.

COVID-19 Response & Public Health Infrastructure

The COVID-19 Response & Public Health Infrastructure subcategory encompasses seven projects designed to maintain critical public health capacity and protect vulnerable populations from virus transmission (see Table 25). These initiatives operate at the front lines of pandemic response, providing accessible testing, contact tracing, vaccination support, and community-based outreach ensuring disadvantaged populations receive comprehensive public health protection. Projects in this group maintain essential pandemic capacity while transitioning to endemic phase management, with several concluding operations in mid-2025 after demonstrating strong community engagement and accessibility to vulnerable populations.

Table 25: ***COVID-19 Response & Public Health Infrastructure Projects by Key Metrics and Outcomes, Population Served, and Geographic Target***

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Sustained Public Health Response and Supports for COVID-19	Vaccination doses administered; therapeutics distributed; case investigations completed; outbreak responses conducted; individuals reached through outreach	Expanded needs-based services including homebound vaccination and multilingual outreach. 5.7% of LA County population fully vaccinated; 5,807 workers and employers received outreach and education.	Communities with highest COVID-19 burden; low healthcare access populations; vulnerable communities, including but not limited to communities of color and limited English proficient (LEP) households	Countywide across all 8 service planning areas; targeted to highest need and high need communities via COVID-19 Vulnerability & Recovery Index
Community Testing	Vaccination clinics held; clinics in Healthy Places Index+ areas; individuals vaccinated; tests administered	5,116 vaccination clinics by Aug 2025; 3,688 clinics in healthy places index+ areas; nearly all funds expended; flexible delivery (fixed, mobile, pop-up)	Residents prioritizing individuals in Healthy Places Index + areas; homebound residents; disproportionately impacted populations	Healthy places index+ communities prioritized; data-driven site selection; flexible delivery including homebound outreach
Community Navigators	Individuals reached; service referrals provided; application assistance provided; services database entries	As of Sept 2025, nearly 54,000 individuals were reached with multilingual services, including application assistance and service coordination; language interpretation and advocacy; a countywide service database was developed with over 29,000 entries	Limited English proficiency households; geographically isolated residents; high-need communities	Embedded in community-based organizations in highest need and high need census tracts; multilingual navigators across all service planning areas
Community-Based Outreach	Community health workers hired; outreach activities completed; individuals reached; vaccination appointments scheduled; referrals provided; trainings delivered	241 Community Health Workers hired; 4,259 vaccination appointments scheduled; 7,822 referrals provided; 142,469 outreach activities reaching 2,391,014 individuals; 385 trainings delivered; concluded June 2025	High-need communities; historically disadvantaged and disproportionately impacted populations, including but not limited to communities of color, LEP households, and geographically isolated residents	Targeted to highest need and high need census tracts across all service planning areas; door-to-door outreach and community events
Community-Based Outreach – Mental Health	Community-based organization teams funded; Unlicensed Mental Health Professionals hired; Unlicensed Mental Health Professionals trained; outreach and engagement events held; referrals and linkages provided; participants served	$7.5 million fully expended; community-based organizations funded to deliver Unlicensed Mental Health Professional expansion (148 hired); 394 outreach and education campaigns delivered in disadvantaged communities, with 48 training events held; 1338 referrals provided; 1039 successful linkages; 15,267 participants reached; needs assessments conducted to guide ongoing evaluation and support.	Residents living in high and highest-need census tracts; individuals and families disproportionately impacted by COVID-19 with unmet mental health, housing, and economic needs	Countywide with emphasis on high and highest-need communities per the Equity Explorer

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Public Health Laboratory-Study	Study completion status; recommendations delivered	Study completed March 2024; completed under budget ($506K cost); final master plan accepted; $294K reallocation demonstrates efficiency; roadmap for long-term lab infrastructure	All LA County residents inclusive of older adults, people experiencing homelessness, immigrants, refugees, and uninsured, incarcerated, and LGBTQ+ populations	Countywide facility; supports all communities with emphasis on emerging health threat response
Domestic Violence Experts for DCFS Hotline	Hotline staff trained; screening accuracy improved; appropriate referrals increased	175 Child Protection Hotline staff trained; inappropriate/false domestic violence referrals decreased; improved screening and community linkages; Tranche 2 extension through 03/15/2025	Children and family survivors of domestic violence.	Countywide; all calls receive expert consultation regardless of location

Preliminary Progress on Populations Served & Geographic Targeting

The seven COVID-19 Response & Public Health Infrastructure projects share a consistent focus on communities experiencing the highest COVID-19 burden and pre-existing health disparities. Across all projects, populations served include LEP households, immigrant residents, communities of color, uninsured individuals, and those with limited healthcare access – all groups that faced compounded vulnerability during the pandemic. Several projects also address specific needs such as domestic violence screening and mental health support, recognizing the pandemic's broad impacts beyond direct infection. Collectively, these projects reached over 2.3 million individuals through community-based outreach, while deploying hundreds of community health workers and navigators who provided culturally and linguistically responsive services. Geographically, all projects employed data-driven targeting using the COVID-19 Vulnerability and Recovery Index and Healthy Places Index+ to concentrate resources in highest-need census tracts across all eight SPAs. A defining feature of this subcategory is the community-based organization partnership model (embedding services within trusted local organizations rather than relying solely on traditional healthcare settings) which proved essential for reaching populations who face barriers to accessing conventional public health services. As several projects conclude operations and transition to endemic management, the infrastructure built through these investments (e.g., trained community health workers, multilingual navigation systems, and community-based organization partnerships) provides a foundation for ongoing health inclusivity and emergency preparedness.

Healthcare Facilities & Services

The Healthcare Facilities & Services subcategory comprises three capital projects designed to expand healthcare infrastructure and access in disadvantaged communities (see Table 26). These projects represent strategic investments in physical health facilities and integrated service delivery sites that will strengthen LA County's healthcare capacity for years to come. Projects are in various stages of development with expected completion timelines spanning 2024-2027, with service metrics anticipated to begin upon facility opening.

Table 26: ***Healthcare Facilities & Services Projects by Key Metrics and Outcomes, Population Served, and Geographic Target***

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Capital Projects - North Hollywood Integrated Health Center	Construction completion (%); facility square footage completed	Construction 12.4% complete (as of Aug 2025); shoring permit approved; work underway; permitting delays resolved; on schedule for Nov 2026 completion	Residents of SPA 2 (North Hollywood and surrounding San Fernando Valley), including low-income, Latino populations, and LEP households	SPA 2 (North Hollywood); census tracts with highest need and high need per COVID-19 Vulnerability & Recovery Index; serves North Valley region
Capital Projects - MLK Sexual Health Clinic	Construction completion (%); equipment procurement (%)	Construction 60% complete (as of Sept 2025); drywall, ceiling grids, interior painting underway; equipment procurement 30% complete; anticipated completion late 2025/early 2026	SPA 6 residents (Watts-Willowbrook, South LA), including Black, Latino, and transgender populations; historically disadvantaged and disproportionately impacted populations; people experiencing homelessness	SPA 6 (Watts-Willowbrook, South LA); highest need census tracts; addresses health disparities in South LA region
Capital Projects - H. Claude Hudson Urgent Care Expansion	Construction completion (%); exam rooms completed	Construction 30% complete; mechanical, electrical, and plumbing rough-in underway; door frames, insulation installation in progress; interior finishes beginning	Residents of SPA 4, including uninsured, low-income households, historically disadvantaged and disproportionately impacted populations, LEP households, and people with chronic conditions	SPA 4; designated highest need communities; serves communities with limited healthcare access

Preliminary Progress on Populations Served & Geographic Targeting

The three Healthcare Facilities & Services projects represent strategic capital investments designed to address persistent healthcare access gaps in communities. All three projects serve similar populations, including low-income households, LEP residents, and historically disadvantaged and disproportionately impacted populations, while each serves a distinct geographic area with documented healthcare shortages. Collectively, these facilities will expand integrated healthcare capacity across three SPAs, with construction progressing toward completion between late 2025 and early 2026. Geographic placement was intentional: each facility is sited in census tracts identified as highest-need through the COVID-19 Vulnerability and Recovery Index, addressing regions where residents face significant barriers to primary care, sexual health services, and urgent care access. The common thread across all three projects is a commitment to culturally and linguistically responsive care, with facility design, staffing plans, and service models developed to serve diverse communities, including Latino, Black, immigrant, and transgender populations who have historically experienced exclusion from quality healthcare. These investments demonstrate that closing health disparity gaps requires not only programmatic interventions, but also permanent infrastructure strategically located where need is greatest.

Violence Prevention & Survivor Services

The Violence Prevention & Survivor Services subcategory encompasses four projects designed to reduce violence in communities and provide comprehensive support to survivors (see Table 27). These initiatives employ evidence-based violence prevention strategies, trauma-informed care, and

community-based healing practices to address violence as a public health issue. Projects target both primary prevention through violence interruption and secondary/tertiary prevention through survivor support and community healing.

Table 27: ***Violence Prevention & Survivor Services Projects by Key Metrics and Outcomes, Population Served, and Geographic Target***

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Trauma Prevention Partnerships	Crisis Response units deployed; Hospital-based Violence Intervention Program contracts operational; violent incidents responded to; individuals served	Hospital based violence intervention program contracts operational at two medical centers; 25 Crisis Response units deployed; expanding capacity toward annual targets	Communities most impacted by violence, including but not limited to, communities of color, individuals recently injured by violence, and trauma survivors	Concentrated in highest need communities experiencing elevated violence; South LA, Central LA, Long Beach areas; expansion toward citywide coverage
Domestic Violence Shelter-Based Program	Subrecipients providing services; survivors sheltered; children sheltered	27 subrecipients providing shelter services supporting survivors and children; continuity of services as COVID-19 transitions	Survivors of domestic violence, including but not limited to adults and children, women of color; people experiencing housing instability, and LGBTQ+ survivors	Countywide service network through 27 shelter-based organizations; services accessible across LA County via distributed provider network; culturally specific services for various communities
Small Dollar Grants for Domestic Violence Survivors	Grants awarded; grant funds disbursed; survivors served	Approx. 1,800 grants awarded, totaling more than $3.5 million; strong uptake with waitlists indicating high demand	Domestic violence survivors, including but not limited to women of color, low-income households, immigrants, people experiencing homelessness, and LGBTQ+ survivors	Available countywide; prioritized delivery in highest need and high need census tracts; accessible via multiple application channels (in-person, phone, online)
Increase Capacity to Address Pandemic-Related Hate	Students accessing Discovery Resource Centers; individuals reporting hate incidents served; art and cultural activities held; leadership development workshops held	Over 3,000 students accessed Discovery Resource Centers; 13 art and cultural activities; nine leadership development workshops; support for 350+ people reporting pandemic-related hate; continued growth	Youth disproportionately affected by hate incidents, including but not limited to youth of color, LGBTQ+ youth, and other populations experiencing hate-motivated discrimination	Discovery Resource Centers serving students in high schools across LA County; support services are embedded in schools and community settings

Preliminary Progress on Populations Served & Geographic Targeting

The four Violence Prevention & Survivor Services projects address violence as a public health issue through complementary approaches, from community-based violence interruption to survivor support and hate incident response. A consistent theme across all projects is providing services to impacted and disproportionately impacted populations, including but not limited to women of color, immigrants, LGBTQ+ individuals, and communities of color experiencing disproportionate violence burden. Projects recognize that survivors often face intersecting vulnerabilities (e.g., housing instability, economic hardship) and provide services designed to address these compounding barriers through

flexible cash assistance, culturally specific shelter services, and trauma-informed care. One project specifically addresses pandemic-related hate affecting communities of color and LGBTQ+ communities to address the rise in discrimination during COVID-19. Collectively, these projects have served thousands of individuals through violence interruption, shelter services, direct financial assistance, and youth-focused hate response programming. Geographically, projects balance targeted concentration with countywide accessibility: violence interruption focuses on South LA, Central LA, and Long Beach where violence burden is highest, while survivor services maintain distributed provider networks and multiple application channels ensuring access regardless of location. This dual approach reflects an important insight: effective violence response requires both place-based intervention in highest-impact communities and accessible services that survivors can reach wherever they are.

Maternal, Child & Family Health

The Maternal, Child & Family Health subcategory comprises three projects designed to improve health outcomes for pregnant individuals, new mothers, and young children through evidence-based interventions and economic support (see Table 28). These projects implement research-backed home visiting models alongside innovative guaranteed income approaches, recognizing that maternal and child health requires comprehensive support addressing both clinical and social needs.

Table 28: ***Maternal, Child & Family Health Projects by Key Metrics, Population Served, and Geographic Target***

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Home Visiting	Families served; individuals served; home visits completed; participant retention rate	The program served 395 families and 729 individuals; 8,863 home visits completed; strong retention demonstrating engagement	Pregnant women, mothers, primary caregivers and children from low-income households; historically disadvantaged and disproportionately impacted populations; first-time mothers; parents with identified risk factors	Concentrated in highest need and high need census tracts; embedded in community healthcare and social service systems; accessible through trusted local organizations
Guaranteed Income for At-Risk Expectant and Parenting Mothers	Participants enrolled; stipends disbursed; months of support provided	As of September, 2025: Participant recruitment underway, with 410 households served; 33,284,490 stipends disbursed; randomized controlled trial generating policy evidence	High-risk pregnant and parenting individuals, including Black/African American birthing persons, low-income households, justice-involved individuals, and individuals experiencing housing instability; participants selected via needs-focused targeting	Countywide targeting; particular focus on communities experiencing pregnancy-related health disparities, including Black/African American birthing persons and Latina mothers; recruitment through health clinics, community organizations
Nurse Family Partnership	Home visits completed; children receiving health screenings; participant retention rate	Enabled 240 children to access health screenings and services; 3,488 home visits completed; strong retention with continued growth; evidence-based	High-risk, high-need pregnant and parenting families, including low-income and first-time mothers, and families with identified psychosocial risk; impacted and disproportionately impacted populations including	Concentrated in highest need and high need census tracts; embedded in public health clinics; accessible via county health system

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
		model with demonstrated effectiveness	immigrants and justice-involved mothers; young mothers	

Preliminary Progress on Populations Served & Geographic Targeting

The three Maternal, Child & Family Health projects share a focus on improving birth outcomes and early childhood development for pregnant individuals and families facing the greatest barriers to healthy pregnancies and early childhood stability. All three projects focus on populations of need experiencing overlapping risk factors: economic hardship; first-time parenthood; housing instability; justice system involvement; and immigration-related stressors. Projects intentionally include Black/African American birthing persons and Latina mothers – the two populations experiencing the most severe maternal and infant health disparities in Los Angeles County. Two projects implement evidence-based home visiting models that have demonstrated effectiveness in improving maternal and child health outcomes, while the third tests an innovative guaranteed income approach recognizing that economic instability fundamentally constrains health regardless of access to clinical care. Collectively, these projects have delivered thousands of home visits and enrolled hundreds of families in sustained support programs. All three projects concentrate services in highest-need census tracts identified through the COVID-19 Vulnerability and Recovery Index, with recruitment and service delivery embedded in community healthcare systems and trusted local organizations. This integration with existing community infrastructure ensures families can access support through familiar institutions. The combination of clinical home-based support with direct economic assistance reflects an emerging understanding that addressing maternal and child health disparities requires interventions targeting both health behaviors and the economic conditions that shape them.

Nutrition, Wellness & Recreation Infrastructure

The Nutrition, Wellness & Recreation Infrastructure subcategory encompasses nine projects totaling $65 million designed to create and improve community spaces and wellness programming that promote physical activity, nutrition, cultural engagement, and social connection (see Table 29). These projects combine capital investments in park improvements and community facilities with community programming and services. Together they create accessible, welcoming spaces for residents across LA County, with particular focus on disadvantaged communities.

Table 29: ***Nutrition, Wellness & Recreation Infrastructure Projects by Key Metrics, Population Served, and Geographic Target***

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Capital Projects - MacLaren Park	Green space created (acres); construction completion status; amenities installed	Community engagement completed; design completed; California Environment Quality Act approved; design-build contract pending; on schedule for 2026 completion	El Monte residents, including low-income households, LEP households, and communities experiencing environmental justice concerns	El Monte; highest need community; address environmental justice disparities; accessible via public transit; improves green space access in historically disadvantaged area
Recreation and Aquatics at County Parks	Youth participating in after-school programs; youth attending day camps; pools operational; parks with programming; workforce program participants	Recreation and aquatics services launched across 28 pools, 55 parks, 7 nature centers, 7 senior centers; strong enrollment and participation; comprehensive programming expanding access	Older adults (60+); youth ages 7–17; disadvantaged youth ages 14–24 in workforce programs, including but not limited to, youth of color; communities experiencing limited recreation access	Countywide across 28 pools and 55 parks; targeted outreach in highest need and high need communities; accessible via transit-oriented locations
Elder Nutrition Program	Meals delivered; older adults served; congregate meal sites; home-delivered meals	Delivered 1.67 million meals to over 15,000 older adults (Jul 2022–Jun 2024); balanced congregate and home-delivered services; met inclusivity targets; strong community integration	Older adults (60+) facing food insecurity, disabilities (particularly homebound), chronic health conditions, and/or economic hardship; low-income and LEP older adults	Countywide; concentrated in highest need and high need communities; home-delivered services reaching homebound and geographically isolated older adults; bilingual access
Capital Projects - Rail to River	Path segments completed; landscape features installed; trees planted	Segment A completed Oct 2024; as of Jan 2025: 98,917 landscape features installed; 468 trees planted; maintenance crews stationed	Residents of South LA, including low-income residents, communities of color, and transit-dependent populations; youth and families; active transportation users	South LA; connects South Gate to Long Beach via Vernon; serves low-income communities; provides safe active transportation access in transit desert
Capital Projects - EMJ Sports Complex and Park Improvements	Construction document completion (%) ; construction completion (%)	50% of construction milestones completed (site prep, pre-design; start of construction); cost estimate revised confirming sustainability; on schedule for implementation	Residents of Willowbrook and adjacent South LA communities, including low-income residents, communities of color, families, youth, and active recreation participants	Willowbrook/South LA; highest need community; enhances recreation access in disadvantaged area; supports active transportation and community gathering
Capital Projects - Pathway Torrance Assistance Center	Construction document completion (%); Americans with Disabilities Act-compliant features installed	Construction documents 90% complete	Communities with limited access to services, including but not limited to low-income households, people with disabilities, individuals experiencing homelessness, and immigrant populations	South LA location serving Torrance area; designed to enhance service access in disadvantaged communities; Americans with Disabilities Act compliance ensures accessibility
Capital Projects - Revitalization of	Construction completion (%);	Approx. 70% construction completed; pile foundations	All residents of LA County, including historically	Mother's Beach in San Pedro; countywide access via

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Mother's Beach and Marina Improvements	Americans with Disabilities Act-compliant features completed	and steel columns for restroom building installed; restroom and storage facility shells nearing completion	disadvantaged youth, families, and older adults; communities with limited beach access; low-income populations	regional destination; particularly serves low-income communities in Long Beach and South LA with limited beach access
Recreation Programming at County Parks	Youth participants; summer camp attendees; program enrollments by age group	More than 111,000 youth participated in after-school/Every Body Plays programming; over 98,000 youth attended summer camps; strong enrollment across age groups and program types	At-promise youth (ages 7–17); youth (14–24 in workforce programs); older adults (60+); families; families experiencing food insecurity	Countywide; prioritized outreach in high-need neighborhoods; integrated with park infrastructure improvements; accessible via transit
Capital Projects - Project Angel Food	Equipment installed; meal production capacity; meals produced	Equipment purchased and installed; project marked complete March 2025; medically tailored meals continue expanding production	Medically ill, chronically ill, and terminally ill residents, including those living with HIV/AIDS, cancer, heart disease; low-income individuals	Countywide; primarily serving low-income medically ill populations via distributed meal delivery network

Preliminary Progress on Populations Served & Geographic Targeting

The nine Nutrition, Wellness & Recreation Infrastructure projects combine capital investments in community spaces with programming that promotes physical activity, nutrition, and social connection. Populations served across this subcategory include low-income households, communities of color, youth and families, older adults facing food insecurity, LEP residents, transit-dependent populations, and medically ill individuals requiring nutrition support. Several projects specifically target youth ages 7-24 through recreation programming and workforce development, while others focus on older adults through meal delivery and congregate nutrition services. Collectively, these projects have engaged over 100,000 youth annually in recreation programming, delivered nearly 2 million meals to older adults, and created significant new green space and active transportation infrastructure. Geographic targeting reflects a dual emphasis on addressing environmental justice disparities and ensuring countywide access. Capital projects are strategically sited in historically disadvantaged communities (i.e., El Monte, Willowbrook, South LA, and Long Beach) where residents have faced limited access to parks, recreation facilities, and green space. Simultaneously, programming operates countywide across dozens of parks, pools, and community centers with targeted outreach in highest-need neighborhoods. This approach demonstrates that improving community health requires both permanent infrastructure investments in disadvantaged areas and accessible programming that reaches residents across the County.

Preliminary Outcomes and Lessons Learned

Preliminary data from Los Angeles County's 26 ARP-funded Health & Wellbeing projects demonstrate meaningful early progress across the full health continuum, from pandemic response and violence

prevention to maternal health, healthcare infrastructure, and community wellness. Collectively, these projects have reached millions of residents through public health outreach and vaccination services, served thousands of violence survivors and youth experiencing hate-based discrimination, delivered thousands of home visits to high-risk families, and engaged over 100,000 youth annually in recreation programming while providing nearly two million meals to food-insecure older adults. Three healthcare capital projects are progressing through construction toward completion between late 2025 and early 2026, while major park and pathway infrastructure projects have already been completed. Across the theme, projects consistently serve populations experiencing the greatest health disparities, including communities of color, LEP households, low-income residents, and those facing barriers to healthcare access. Geographic strategies concentrate resources in highest-need census tracts identified through the COVID-19 Vulnerability and Recovery Index while maintaining countywide accessibility through distributed service networks, mobile delivery models, and partnerships with community-based organizations embedded in target communities.

Early strengths are emerging across implementation. Projects consistently apply evidence-based practices (e.g., home visiting models, violence interruption, harm reduction, and guaranteed income approaches) while leveraging strong partnerships with community-based organizations and trusted community leaders. Needs-driven principles remain embedded throughout: departments use data-driven targeting to prioritize high-need census tracts, deliver services in multiple languages, deploy community health workers from highly impacted communities, and apply local hire requirements for capital projects. A defining feature across this theme is the community-based organization partnership model, which embeds services within trusted local institutions rather than relying solely on traditional healthcare or government settings, an approach that proved essential for reaching LEP and historically disadvantaged and disproportionately impacted populations who face barriers to accessing conventional services. Capital projects are strategically sited in disadvantaged areas addressing healthcare deserts and environmental justice disparities, ensuring that permanent infrastructure investments align with County goals.

How Angelenos' lives are improving

Health outcomes and access are improving for vulnerable residents across the County. Millions of Angelenos received accessible public health services (e.g., testing, vaccination, and health education) through needs-driven, multilingual outreach that met residents where they are. Communities experiencing the highest violence burden now have access to evidence-based violence interruption with immediate crisis response and trauma support, while thousands of domestic violence survivors have obtained flexible cash assistance and shelter services supporting safety, autonomy, and economic stability. Pregnant individuals and families with young children in highest-need communities receive sustained home visiting support, with innovative guaranteed income programs addressing the economic instability that underlies many health disparities. Youth across the County access expanded recreation programming promoting physical activity and positive development, while tens of thousands of older adults receive consistent nutritious meals reducing food insecurity and social isolation. Looking ahead, communities will gain lasting health infrastructure as three major healthcare facilities and multiple park and pathway projects come online, permanently expanding access to integrated healthcare, green space, and active transportation in historically disadvantaged areas.

Lessons emerging from ongoing implementation underscore several critical themes. Community partnership and culturally responsive outreach are essential for reaching vulnerable populations, including immigrant and LEP residents who may distrust or face barriers to government services. Flexible service delivery models (e.g., mobile units, pop-up events, homebound services, and multiple application channels) help overcome geographic and access barriers that would otherwise exclude those with greatest need. Evidence-based practices with built-in evaluation infrastructure, such as the guaranteed income randomized controlled trial, generate rigorous policy evidence while delivering direct benefits. Addressing health disparities requires interventions at multiple levels: individual services, community programming, and permanent infrastructure investments in disadvantaged areas. As these efforts continue, the County's ARP investments are actively strengthening health infrastructure, preventing disease, reducing health disparities, expanding wellness and recreation access, and improving quality of life for vulnerable Angelenos.

Community Development & Support

Project Goals and Funding

Los Angeles County's Community Development & Support theme brings together 23 projects across multiple departments, launched to address critical community needs exposed and exacerbated by the COVID-19 pandemic. These projects span strategic community investments that foster thriving communities and enhance social mobility: digital equity through broadband infrastructure and device access, library improvements and educational resources supporting learning recovery, food security initiatives strengthening local food systems, immigrant support services and legal protection, and arts and cultural recovery preserving community cultural assets. Additional projects support organizational capacity building for immigrant-serving and nonprofit organizations and expanded access to community resources through transportation infrastructure.

The total funding allocation for Community Development & Support projects is $236.15 million, with the largest investments in digital equity and broadband infrastructure ($104.11 million for device distribution and mesh network deployment), arts and cultural sector recovery ($50.06 million for organizational grants and workforce support), food security initiatives ($38.05 million for direct assistance and local food systems), library infrastructure and education ($27.73 million for facility improvements and programming), and immigrant services and legal protection ($16.2 million for legal defense and organizational capacity). These investments span multiple County departments including Internal Services, Economic Opportunity, Consumer and Business Affairs, Parks and Recreation, Los Angeles County Library, Board of Supervisors, Arts and Culture, Public Health, Public Social Services, and the Chief Executive Office Capital Projects.

To demonstrate how the County's 23 Community Development & Support projects span complementary investments in community resources, infrastructure, and services, they are presented below, organized into five subcategories based on the primary objectives they address (see Table 30). This structure highlights how individual projects collectively work to expand inclusive access to digital resources, educational opportunities, food security, immigrant legal protection, and cultural assets. The following sections outline each subcategory in greater detail, illustrating how coordinated

investments across these areas create an integrated approach to community resilience and opportunity.

Table 30: *Overall Community Development & Support Projects by Subcategory*

Subcategory	Projects by Subgroups
Digital Equity & Broadband Infrastructure	• Building a Better Connection for Older Adults • Accelerate Digital Equity • Accelerate Digital Equity -- Community Broadband Network 1 (East LA) • Accelerate Digital Equity -- Community Broadband Network 2 (South LA) • Public Wi-Fi at County Parks • Library Laptop and Hotspots Lending and Workready Programs
Library & Educational Resources	• Capital Projects - Library Improvements • LA County Library “Park and Connect” Program • LA County Library Early Literacy and Education
Food Security & Local Food Systems	• Microenterprise Home Kitchen Operations • Community Food Resource Grants • Food Distribution Program • Food Distribution Program - Formula Shortage Response • Market Match • Grocery Voucher Program • Food Assistance Awareness Campaign
Immigrant Services & Legal Protection	• Capacity Building for Immigrant-Focused CBOs • Legal Representation for Immigrants at Risk of Removal
Arts, Culture & Nonprofit Organizational Capacity	• Arts Relief and Recovery Grants • Creative Works Jobs for Artists • Reopening Culture, Tourism, and Marketing Initiative • LA Regional COVID Fund: Nonprofit Grants • Capital Projects – Marina del Rey Parking Structure Development

Digital Equity & Broadband Infrastructure

The Digital Equity & Broadband Infrastructure subcategory encompasses six projects designed to reduce digital exclusion, expand internet access, and provide technology and digital literacy support to low-income households, older adults, students, and disadvantaged populations (see Table 31). These initiatives operate across multiple modalities (e.g., device distribution, broadband infrastructure deployment, Wi-Fi expansion, and digital literacy training). They recognize that addressing the digital divide requires both infrastructure investment and inclusive access pathways to ensure everyone can participate in online education, employment, and services.

Table 31: *Digital Equity & Broadband Infrastructure Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Accelerate Digital Equity	Internal Services Department	$53 million
Accelerate Digital Equity -- Community Broadband Network 2 (South LA)	Internal Services Department	$31.54 million
Accelerate Digital Equity -- Community Broadband Network 1 (East LA)	Internal Services Department	$13.47 million

Project	Administering Department	Allocation
Library Laptop and Hotspots Lending and Workready Programs	LA County Library	$3.4 million
Public Wi-Fi at County Parks	Parks & Recreation Department	$1.7 million
Building a Better Connection for Older Adults	Department of Aging and Disabilities	$1 million

- **Accelerate Digital Equity - Community Broadband Network 2 (South LA)** implements mesh network broadband infrastructure in South Los Angeles communities experiencing digital divide gaps, providing universal access to reliable, affordable high-speed internet with priority for census tracts with lowest broadband adoption rates.
- **Accelerate Digital Equity - Community Broadband Network 1 (East LA)** deploys mesh network broadband infrastructure providing affordable, high-speed internet access to households in East Los Angeles neighborhoods experiencing persistent digital exclusion, serving census tracts designated as highest need and high need.
- **Library Laptop and Hotspots Lending and Workready Programs** provides laptops and mobile hotspots for checkout enabling residents without home technology to access online education, employment, and services, with extended lending periods for households in communities experiencing persistent digital exclusion.
- **Public Wi-Fi at County Parks** expands wireless internet access at County park facilities, providing free connectivity in community gathering spaces where residents without home internet can access education, employment, and services.
- **Building a Better Connection for Older Adults** provides technological and connectivity access to older adults and individuals with disabilities through digital literacy training, iPads, and data plans, addressing digital isolation that became acute during pandemic restrictions.

Library & Educational Resources

The Library & Educational Resources subcategory encompasses three projects supporting learning recovery, educational inclusivity, and expanded community access to educational resources through library infrastructure and programming (see Table 32). These initiatives recognize libraries as essential community institutions providing not only books and educational materials but also technology access, safe learning spaces, and evidence-based early literacy and tutoring services. Investments support facility modernization, device lending programs, and intensive programming addressing pandemic-induced learning loss particularly for children ages 2-12 and youth in low-income communities.

Table 32: *Library & Educational Resources Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Capital Projects - Library Improvements	CEO Capital Projects	$24.3 million
LA County Library Early Literacy and Education	LA County Library	$1.93 million

Project	Administering Department	Allocation
LA County Library "Park and Connect" Program	LA County Library	$1.5 million

- **Capital Projects - Library Improvements** renovates and modernizes library facilities to expand access to educational resources, technology, and safe community spaces for youth and low-income households in communities identified as highest and high need.
- **LA County Library Early Literacy and Education** delivers evidence-based early literacy programming, educational support for school-aged youth, parent/caregiver engagement, and resources for home-based childcare providers with geographically targeted programming expansion in communities experiencing highest educational disparities.
- **LA County Library "Park and Connect" Program** expands Wi-Fi access to library parking lots enabling 24/7 connectivity for residents who can access internet from their vehicles even when library buildings are closed, with geographically targeted installation prioritizing communities with limited broadband alternatives.

Food Security & Local Food Systems

The Food Security & Local Food Systems subcategory encompasses seven projects implementing a comprehensive approach to food security, addressing both immediate hunger needs and long-term food systems strengthening (see Table 33). These initiatives operate across multiple modalities (e.g., direct food distribution, nutrition incentives, flexible vouchers, local food entrepreneurship support, and enrollment in permanent nutrition assistance programs). They recognize that food insecurity requires coordinated response addressing immediate need while building sustainable community food systems. Projects serve low-income households, older adults, families with children, and populations facing barriers to accessing federal nutrition assistance.

Table 33: *Food Security & Local Food Systems Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Grocery Voucher Program	Department of Public Health	$15.03 million
Community Food Resource Grants	Board of Supervisors	$12.5 million
Market Match	Department of Public Health	$4.71 million
Food Distribution Program	Board of Supervisors	$4.2 million
Microenterprise Home Kitchen Operations	Department of Public Health	$600,000
Food Assistance Awareness Campaign	Public Social Services Department	$560,000
Food Distribution Program - Formula Shortage Response	Department of Public Health	$450,000

- **Grocery Voucher Program** distributes grocery vouchers to low-income households, including but not limited to immigrant families, opportunity youth, and other food insecure households.

- **Community Food Resource Grants** funds community-based organizations, small food businesses, schools, and public agencies implementing innovative approaches to food access including community kitchens, food hubs, urban agriculture, and healthy food retail.
- **Market Match** provides nutrition incentives doubling the purchasing power of CalFresh benefits when used at farmers markets to purchase fresh fruits and vegetables, supporting both household nutrition and local farmers.
- **Food Distribution Program** provides emergency food distribution to food-insecure households through partnerships with food banks, community-based organizations, and faith-based institutions with geographic targeting to highest need and high need communities.
- **Microenterprise Home Kitchen Operations** provides grants, technical assistance, and regulatory support to microentrepreneurs operating home-based food businesses, including disproportionately underrepresented owners such as women, communities of color, and limited English proficient (LEP) cooks entering the legal food economy.
- **Food Assistance Awareness Campaign** implements multilingual outreach campaigns increasing enrollment in CalFresh and other nutrition assistance programs among underrepresented populations according to the data, including Asian/Pacific Islander residents, adults 65+, LGBTQ+ individuals, and low-income households.
- **Food Distribution Program - Formula Shortage Response** provided emergency infant formula distribution during the 2022 national supply shortage, ensuring families with infants could access nutritional support during the crisis with rapid countywide deployment.

Immigrant Services & Legal Protection

The Immigrant Services & Legal Protection subcategory encompasses two projects providing direct legal services and organizational infrastructure supporting immigrant communities (see Table 34). These initiatives address critical gaps in legal protection and community capacity, recognizing immigrant communities face elevated vulnerabilities during pandemic recovery including language access limitations and increased isolation. Projects support both direct removal defense ensuring immigrant families maintain housing and employment stability and organizational capacity building enabling immigrant-serving community-based organizations to expand service reach and strengthen service delivery.

Table 34: *Immigrant Services & Legal Protection Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Legal Representation for Immigrants at Risk of Removal	Consumer and Business Affairs	$10 million
Capacity Building for Immigrant-Focused CBOs	Consumer and Business Affairs	$6.2 million

- **Legal Representation for Immigrants at Risk of Removal** provides free legal representation to detained and non-detained immigrants in removal proceedings, with priority for particularly vulnerable populations including immigrants experiencing homelessness, survivors of labor trafficking, asylum seekers, and linguistically isolated immigrants.
- **Capacity Building for Immigrant-Focused CBOs** provides operational grants, technical assistance, and capacity-building support to immigrant-serving community-based organizations expanding their ability to serve immigrant communities through the pandemic and recovery.

Arts, Culture & Nonprofit Organizational Capacity

The Arts, Culture & Nonprofit Organizational Capacity subcategory encompasses five projects supporting cultural sector recovery, nonprofit organizational stability, and inclusive community access to recreational resources (see Table 35). These initiatives recognize that arts and cultural organizations provide essential community services and employ significant creative sector workforce, while nonprofit organizations form the backbone of the social safety net. Projects operate across multiple modalities—direct organizational grants, workforce employment support, technical assistance, and infrastructure development—addressing pandemic-driven organizational challenges while strengthening community cultural assets and recreation access.

Table 35: *Arts, Culture & Nonprofit Organizational Capacity Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
LA Regional COVID Fund: Nonprofit Grants	Department of Economic Opportunity	$17 million
Arts Relief and Recovery Grants	Arts and Culture	$14.46 million
Marina del Rey Parking Structure Development	CEO Capital Projects	$11.7 million
Creative Works Jobs for Artists	Arts and Culture	$5 million
Reopening Culture, Tourism, and Marketing Initiative	Arts and Culture	$1.9 million

- **LA Regional COVID Fund: Nonprofit Grants** provides direct financial assistance to small nonprofits experiencing operational challenges from increased service demand and reduced revenue during the pandemic, including communities of color-led, women-led, veteran-led, and LGBTQ-led nonprofits.
- **Arts Relief and Recovery Grants** provides direct financial assistance to nonprofit arts organizations maintaining operations despite catastrophic revenue losses from pandemic closures and capacity restrictions, preserving cultural infrastructure and employment in the creative sector.
- **Marina del Rey Parking Structure Development** develops multimodal transportation infrastructure expanding inclusive coastal access for County residents, particularly low-income

and disadvantaged communities facing barriers to accessing Marina del Rey beaches and recreational opportunities.

- **Creative Works Jobs for Artists** creates subsidized employment opportunities for artists and cultural workers through stipend commissions and projects with nonprofit arts organizations, providing immediate income while supporting cultural programming and community healing through arts.
- **Reopening Culture, Tourism, and Marketing Initiative** supports recovery of arts, culture, and tourism sectors through marketing campaigns, technical assistance, and reopening support for nonprofit arts organizations, social justice nonprofits using the arts, and tribal cultural organizations.

Impact Statements and Project Designs

Los Angeles County's Community Development & Support theme consists of 23 projects that aim to expand digital equity, support learning recovery, strengthen food security, protect immigrant communities, and preserve cultural assets. The impact statements across the theme align with an intentional and comprehensive strategy: digital infrastructure investments that bridge the digital divide and enable online participation in education and employment; library improvements and educational programming that address pandemic-induced learning loss and educational disparities; food security initiatives that combine immediate assistance with long-term systems strengthening; immigrant support services that provide legal protection and organizational capacity building; and arts and culture investments that preserve community cultural identity and creative sector workforce.

These projects address critical community needs while building long-term capacity and infrastructure to serve communities most impacted by pandemic-exacerbated disparities. Proposals were required and prioritized serving vulnerable populations, including low-income households experiencing digital exclusion, communities experiencing food insecurity, children facing educational disruption, immigrant communities, and cultural organizations serving communities of color. These priorities build on proven County programs and demonstrate innovation, whether through mesh network broadband deployment, evidence-based library programming models, or community-based legal services.

Design objectives span multiple community support modalities: digital equity projects employ both infrastructure development and device distribution targeting communities identified as digital deserts through broadband access mapping. Library projects combine facility modernization with evidence-based educational programming addressing learning recovery. Food security projects layer immediate emergency assistance with systems-change approaches including local food entrepreneurship support and permanent nutrition assistance enrollment. Immigrant services projects provide both direct legal services and organizational infrastructure strengthening. Arts and culture projects provide direct organizational support combined with workforce employment and infrastructure development. Collectively, these investments lay the groundwork for long-term improvements in community opportunity, reduced disparities in access to essential services, and greater inclusivity across Los Angeles County.

An overview of the impact statement's common themes and specific outcomes are provided below for the 23 Community Development & Support projects within their five subcategories: Digital Equity &

Broadband Infrastructure; Library & Educational Resources; Food Security & Local Food Systems; Immigrant Services & Legal Protection; and Arts, Culture & Nonprofit Organizational Capacity.

Digital Equity & Broadband Infrastructure

These projects focus on reducing digital exclusion and expanding internet access through device distribution, broadband infrastructure deployment, and digital literacy support. Building a Better Connection for Older Adults addresses digital isolation for older adults and individuals with disabilities by providing devices and digital literacy training, recognizing that internet access enables communication, information access, and social connection improving mental and physical health. Accelerate Digital Equity ensures low-income households and small businesses have permanent access to personal computers, enabling participation in education, employment, healthcare, and civic life while generating data on digital equity needs to refine resource allocations. Accelerate Digital Equity - Community Broadband Network 1 (East LA) and Community Broadband Network 2 (South LA) provide universal broadband access for households in East and South Los Angeles experiencing persistent digital exclusion, enabling affordable, high-speed connectivity for communities disproportionately affected by the digital divide. Public Wi-Fi at County Parks expands wireless internet access at community gathering spaces offering healing and recovery support by providing much-needed connectivity for residents living without broadband access. Library Laptop and Hotspots Lending and Workready Programs increase access to technology and reduce the digital divide, improving job seekers' opportunities to secure employment while decreasing unemployment and poverty indices. Collectively, these projects recognize digital access as essential infrastructure enabling economic mobility, educational access, and social connection for all residents.

Library & Educational Resources

Library and educational resources projects aim to address disparities and gaps in education, pandemic-induced learning loss, and barriers to access to improve long-term outcomes. Capital Projects - Library Improvements refurbish libraries to increase access to educational resources, technology, and safe community spaces for visitors, including but not limited to youth, immigrants, and low-income households, reducing pandemic-exacerbated barriers to learning and connectivity. LA County Library Park and Connect Program ensure 24/7 connectivity for residents by expanding Wi-Fi access to outdoor parking lot spaces, supporting digital equity and increasing internet access in disadvantaged communities particularly benefiting residents without home internet who access connectivity from vehicles. LA County Library Early Literacy and Education deliver evidence-based early literacy and tutoring programming addressing disparities and gaps in education while improving school readiness, reading/math proficiency, and future socioeconomic success for the County's most impacted youth. Collectively, these projects recognize libraries as essential community institutions providing technology access, safe learning spaces, and evidence-based educational support strengthening educational opportunity and long-term community wellbeing.

Food Security & Local Food Systems

Food security projects implement a comprehensive approach addressing both immediate hunger needs and long-term food systems strengthening. Microenterprise Home Kitchen Operations fosters economic self-sufficiency for microentrepreneurs while expanding safe food access for communities

across LA County through support for disproportionately underrepresented owners, including women, communities of color, and LEP cooks entering the legal food economy. Community Food Resource Grants help make nutritious food more reliably available, affordable, and appealing to food-insecure residents in both the short and long term through support for community kitchens, food hubs, urban agriculture, and healthy food retail. Food Distribution Program provides emergency food to households experiencing food insecurity due to COVID-19 impacts while targeting highest-need communities across Los Angeles County. Food Distribution Program - Formula Shortage Response provided emergency infant nutritional support to families during the 2022 national supply shortage. Market Match provides nutrition incentives doubling purchasing power of CalFresh benefits at farmers markets, improving nutrition while supporting local farmers. Grocery Voucher Program increases food security by expanding purchasing power through cash-value vouchers, reducing racial disparities in food insecurity, and reaching immigrant and opportunity youth households. Food Assistance Awareness Campaign increases CalFresh enrollments from disadvantaged groups by reducing food insecurity, improving nutrition, and strengthening inclusivity while building sustainable partnerships with grassroots community-based organizations. Collectively, these projects recognize that food security requires both immediate emergency assistance and systems change approaches addressing root causes of food insecurity.

Immigrant Services & Legal Protection

Immigrant services projects provide direct legal services and organizational infrastructure support protecting immigrant communities and enabling economic and housing stability. Capacity Building for Immigrant-Focused CBOs increases operational capacity, reach, and inclusive responsiveness of immigrant-serving community-based organizations enabling them to serve tens of thousands more residents in dozens of new ZIP codes across nearly 50 languages, positioning CBOs to better support immigrant Angelenos through pandemic recovery and beyond. Legal Representation for Immigrants at Risk of Removal enables immigrants in Los Angeles County to live and work without fear of deportation, increasing their ability to hold down stable jobs and thereby increasing household income over time through transformation of immigration status for hundreds of residents in the county each year, paving the way for dramatic improvements in health and economic wellbeing. Collectively, these projects recognize that legal protection and organizational capacity are essential infrastructure enabling immigrants to participate fully in community, economic, and social life.

Arts, Culture & Nonprofit Organizational Capacity

Arts, culture, and nonprofit organizational capacity projects support cultural sector and organizational recovery preserving community cultural identity and creative economy while strengthening the nonprofit infrastructure serving community needs. Arts Relief and Recovery Grants provide relief and recovery funding to nonprofit arts organizations impacted by COVID-19 closures preserving creative economy, cultural identity and vitality of the region, and wellbeing of residents and communities. Creative Works Jobs for Artists support sector recovery and community healing by providing direct financial relief to nonprofit arts organizations and artists most impacted by the pandemic through subsidized employment, preserving cultural sector workforce and ensuring continued access to arts and culture services in communities experiencing greatest COVID-19 impact. Reopening Culture, Tourism, and Marketing Initiative supports recovery of arts, culture, and tourism sectors through marketing campaigns, technical assistance, and reopening support preserving creative economy,

cultural identity and vitality while supporting the well-being of residents and communities. LA Regional COVID Fund: Nonprofit Grants provide even distribution of capital to microentrepreneurs, small businesses, and nonprofits to support continued recovery from the pandemic among disproportionately impacted groups, including communities of color-led, women-led, veteran-led, and LGBTQ-led organizations. Capital Projects - Marina del Rey Parking Structure Development increases needs-based access to Marina del Rey by creating additional parking capacity and a multimodal hub while supporting worker inclusivity through local and targeted hiring and enriching the cultural environment with civic art. Collectively, these projects recognize that cultural assets and nonprofit infrastructure represent essential community resources enabling community healing, cultural identity, and economic opportunity.

Alignment: Treasury, Board Priorities, & County Principles

The 23 Community Development & Support projects were selected to respond to critical community needs exposed and exacerbated by the COVID-19 pandemic while building sustainable community infrastructure and services (see Table 36). Collectively, they advance four complementary goals: (1) expand needs-based access to digital resources and broadband infrastructure enabling economic mobility and online participation, (2) strengthen educational opportunity and learning recovery through modernized library facilities and evidence-based programming, (3) address food insecurity through immediate assistance combined with systems change approaches strengthening local food economies, and (4) protect immigrant communities and preserve cultural sector vitality through legal services, organizational capacity building, and community cultural assets. Each project is aligned with Treasury expenditure categories and reflects the Los Angeles County Board of Supervisors' motion to embed inclusivity.

Table 36: ***Community Development & Support Project Alignment with Treasury, Board Priorities, & County Principles***

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
Digital Equity & Broadband Infrastructure			
• Accelerate Digital Equity • Accelerate Digital Equity – Community Broadband Network 1 (East LA) • Accelerate Digital Equity – Community Broadband Network 2 (South LA) • Building a Better Connection for Older Adults • Library Laptop and Hotspots Lending and Workready Programs • Public Wi-Fi at County Parks	2.4 - Household Assistance: Internet Access Programs 5.19 - Broadband: "Last Mile" projects	Expands needs-based access to digital resources and broadband infrastructure enabling economic mobility, employment, education, and civic participation. Deploys universal broadband through mesh networks and device distribution for communities experiencing persistent digital exclusion. Addresses digital isolation for older adults and individuals with disabilities.	Prioritizes communities disproportionately impacted by COVID-19 using mapping and Equity Explorer data. Targets lowest broadband access areas and high need groups. Device distribution prioritizes income-based public assistance recipients. Multilingual outreach (10+ languages). 60%+ resources to highest-need tiers. Mesh deployment prioritizes neighborhoods with 20%+ households lacking internet.
Library & Educational Resources			
• Capital Projects - Library Improvements	1.4 - Prevention in Congregate Settings	Renovates and modernizes library facilities expanding access to	Sited in high-need tracts with outreach to high need communities (e.g., low-

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
• LA County Library Early Literacy and Education • LA County Library "Park and Connect" Program	2.25 - Addressing Educational Disparities: Academic, Social, and Emotional Services 2.4 - Household Assistance: Internet Access Programs	educational resources and technology. Delivers evidence-based early literacy and tutoring addressing pandemic-induced learning loss. Ensures 24/7 connectivity through library parking lot Wi-Fi access in disadvantaged communities.	income households). Multilingual engagement (13+ languages including Spanish, Armenian, Khmer, Farsi, Korean, Mandarin, Vietnamese). ADA-compliant design. Youth@Work employed for tutoring support. Outreach via ethnic media to reach communities most impacted by educational disruption.
Food Security & Local Food Systems			
• Community Food Resource Grants • Food Assistance Awareness Campaign • Food Distribution Program • Food Distribution Program - Formula Shortage Response • Grocery Voucher Program • Market Match • Microenterprise Home Kitchen Operations	2.1 - Household Assistance: Food Programs 2.29 - Loans or Grants to Mitigate Financial Hardship	Funds innovative food access approaches strengthening local food systems and building community food security. Implements multilingual campaigns increasing enrollment in CalFresh among underrepresented populations, including Asian/Pacific Islander residents, older adults, LGBTQ+ individuals, and low-income households. Provides emergency food and infant formula support. Distributes grocery vouchers and nutrition incentives.	CBOs must demonstrate service in disproportionately impacted communities with technical assistance minimizing burden for small nonprofits, including organizations led by or rooted in communities of color. Multilingual outreach (12+ languages). Budgets ≤$250K prioritized. At least 75% of resources to highest/high-need tiers. Events open to all residents. Subsidies were provided to disadvantaged communities, including but not limited to communities of color, and LEP individuals.
Immigrant Services & Legal Protection			
• Capacity Building for Immigrant-Focused CBOs • Legal Representation for Immigrants at Risk of Removal	2.37 - Economic Impact Assistance: Other	Provides operational grants and technical assistance to immigrant-serving CBOs expanding their ability to serve immigrant communities. Provides free legal representation to detained and non-detained immigrants in removal proceedings enabling stable housing and employment.	Four equity principles: reducing racial disparities, disaggregating data, prioritizing disadvantaged communities, authentically engaging communities. Enables CBOs to serve tens of thousands more residents in dozens of new ZIP codes across nearly 50 languages. Services provided in 15+ languages. Community advisory group ensures immigrant voices guide implementation.
Arts, Culture & Nonprofit Organizational Capacity			
• LA Regional COVID Fund: Nonprofit Grants • Arts Relief and Recovery Grants • Capital Projects - Marina del Rey Parking Structure Development • Creative Works Jobs for Artists • Reopening Culture, Tourism, and Marketing Initiative	2.34 - Assistance to Impacted Nonprofit Organizations 1.4 - Prevention in Congregate Settings	Provides direct financial assistance to small nonprofits and arts organizations maintaining operations. Develops multimodal transportation infrastructure expanding needs-based coastal access for low-income communities. Creates subsidized employment for artists. Supports recovery of arts, culture, and tourism sectors.	Multilingual outreach and technical assistance enhancing inclusive grant access, including organizations led by communities of color. Funds prioritize organizations in health, social services, housing, food insecurity, transportation, and environmental services. Reduces coastal access barriers for historically disadvantaged and disproportionately impacted populations through ADA design. 30% local hire and 10% targeted worker hiring. Prioritizes small/mid-sized organizations (<$15M budgets), fiscally sponsored groups, tribal cultural preservation. Outreach in 10+ languages with priority to high-need tracts.

As articulated in the columns above:

- **Treasury Expenditure Categories** map projects to an allowable ARPA expenditure category. This ensures compliance with federal spending guidance and demonstrates how Community Development & Support projects utilize Treasury-approved uses of funds ranging from household assistance to broadband infrastructure to nonprofit support.

- **Board Priorities** connects the projects with the Board's intent to direct County's ARP investments to address immediate COVID-19 pandemic impacts, expand needs-based access to essential services and infrastructure, support vulnerable populations including low-income households, immigrant communities, and cultural organizations, and embed inclusivity across all recovery activities. Community Development & Support projects advance these goals by targeting digital divides, educational gaps, food insecurity, immigration enforcement risks, and cultural sector decline, all pandemic-exacerbated community needs.

- **County Principles** demonstrates how inclusivity is operationalized through expansive outreach to high-vulnerability census tracts using the COVID-19 Vulnerability and Recovery Index, multilingual communication and culturally responsive service design, local and targeted hiring requirements for capital projects, and barriers removal through documentation flexibility and simplified processes. Each project in this category includes concrete strategies to reduce community disparities and ensure that Angelenos most affected by COVID-19 receive the greatest benefit from recovery investments.

Each of the projects included demonstrate how their work specifically supports inclusivity through the ways in which projects prioritize Angelenos in highest need. A synthesis by subcategory is provided below.

Digital Equity & Broadband Infrastructure

Projects in this subcategory align with Treasury categories 2.4 and 5.19, providing device distribution, broadband infrastructure deployment, and digital literacy support ensuring needs-based access to internet connectivity essential for education, employment, and civic participation. In accordance with the Board's directive, these initiatives address digital divides that became acute during pandemic remote work and education, ensuring communities experiencing persistent digital exclusion gain access to reliable, affordable broadband and devices. Inclusive implementation is reflected through strategic targeting of communities identified through mapping tools as experiencing highest digital exclusion including neighborhoods with 20%+ households lacking internet subscription. Outreach employs multilingual materials and engages community-based organizations rooted in impacted communities. Device distribution prioritizes income-qualified households and data collection ensures needs-based access across all Supervisorial Districts. Broadband deployment focuses on last-mile infrastructure reaching neighborhoods that have historically faced barriers of accessing commercial broadband investment.

Library & Educational Resources

Aligned with Treasury categories 1.4 and 2.25, these projects expand library facilities and evidence-based educational programming addressing pandemic-induced learning loss, educational disparities, and digital access barriers. They advance the Board's goal of supporting vulnerable populations through modernized community institutions providing technology access, safe learning spaces, and culturally responsive support. Inclusive implementation is built into facility siting prioritizing high-need census tracts serving disadvantaged and disproportionately impacted communities, including but not limited to immigrant communities, youth, and low-income households. Services are delivered in 10+ languages ensuring LEP residents can access early literacy, tutoring, and technological support. Program design prioritizes Qualified Census Tracts where educational disparities are most acute and communities most impacted by pandemic learning disruption. Outreach through ethnic media and hyperlocal campaigns reaches families experiencing greatest barriers to educational access. Extended library hours through parking lot Wi-Fi access addresses disparities in connectivity for residents without home internet.

Food Security & Local Food Systems

Aligned with Treasury categories 2.1 and 2.29, these projects address immediate food insecurity while strengthening local food systems and economic opportunity for food entrepreneurs. They support the Board's commitment to food security by combining emergency assistance with systems change approaches including farmer market nutrition incentives, microenterprise support, and local food infrastructure. Inclusive implementation prioritizes the highest-need, high-need, and moderate-need tiers through design tools and resource allocation percentages ensuring greatest resources flow to communities experiencing greatest food insecurity gaps. Outreach employs 10+ languages and removes barriers to participation through no-documentation-required emergency distribution and simplified enrollment processes. Community-based organization partnerships ensure services reach highly impacted residents, including immigrant communities, older adults, LGBTQ+ individuals, and other populations disproportionately affected by food insecurity. Microenterprise support underrepresented groups, such as women, communities of color, and immigrant entrepreneurs entering the formal food economy. Awareness campaigns employ culturally tailored messaging reaching specific communities. Programs serve organizations led by disadvantaged populations (e.g., communities of color) to ensure recovery resources strengthen grassroots infrastructure.

Immigrant Services & Legal Protection

Aligned with Treasury category 2.37, these projects provide direct legal services and organizational infrastructure supporting immigrant community economic stability, housing security, and community resilience. They advance the Board's commitment to protecting vulnerable populations by providing legal representation reducing deportation risk and enabling workforce participation, combined with capacity building enabling immigrant-serving organizations to expand service reach. Inclusive implementation prioritizes outreach to disadvantaged populations and geographies, service delivery in 15+ languages ensuring immigrants regardless of English proficiency access legal protection, and community advisory groups centering immigrant voices in program design. Organizational capacity building enables CBOs to serve residents across nearly 50 languages in dozens of new ZIP codes, demonstrating commitment to reaching dispersed immigrant communities. Legal services reach

particularly vulnerable immigrants including those experiencing homelessness, trafficking survivors, asylum seekers, and linguistically isolated immigrants.

Arts, Culture & Nonprofit Organizational Capacity

Aligned with Treasury category 2.34, these projects support cultural sector and nonprofit organizational recovery preserving community cultural identity and creative economy while strengthening nonprofit infrastructure serving community needs. They support the Board's commitment to community cultural vitality and nonprofit sector health by providing direct organizational support, workforce employment opportunities, and infrastructure development. Inclusive implementation prioritizes small and mid-sized organizations (i.e., under $15 million budgets), including communities of color-led and -serving nonprofits ensuring recovery resources strengthen grassroots cultural sector. Outreach in 10+ languages and technical assistance enhance inclusive grant access for organizations with limited capacity. Priority funding for organizations serving or located in high-need tracts ensures recovery resources concentrate in communities most impacted by cultural sector decline. Capital infrastructure development incorporates local and targeted hiring ensuring community residents benefit from employment. Parking structure development reduces barriers to coastal access for historically disadvantaged and disproportionately impacted populations through transportation innovation.

Data & Metrics

The overarching goal guiding all Community Development & Support projects is expanding needs-based access to essential resources, infrastructure, and services enabling economic mobility, educational opportunity, food security, immigrant protection, and cultural vitality for communities most impacted by the COVID-19 pandemic.

The following subsections provide detailed summaries of each Community Development & Support subcategory and their respective projects, accompanied by tables highlighting key progress metrics and preliminary data reported through September 2025. The projects are still reporting comprehensive preliminary data and refining data collection systems.

For clarity, the following column definitions, found within the tables for each subsection, are provided:

- **Key Metrics Tracked:** specific performance indicators and outcomes tracked according to project design.
- **Key Outputs & Outcomes:** key outputs/outcomes reported through September 2025.
- **Populations Served:** primary groups that engage in or benefit from the program. Where possible, numbers of people served are included.
- **Geographic Targeting:** areas served, such as census tracts, communities, cities or districts, based on program descriptions and data-driven targeting.

Digital Equity & Broadband Infrastructure

The Digital Equity & Broadband Infrastructure subcategory encompasses six projects designed to reduce digital exclusion, expand internet access, and provide technology and digital literacy support

to low-income households, older adults, students, and disadvantaged populations (see Table 37). These initiatives operate across multiple modalities—device distribution, broadband infrastructure deployment, Wi-Fi expansion, and digital literacy training. They recognize that addressing the digital divide requires both infrastructure investment and needs-based access pathways ensuring disproportionately impacted populations can participate in online education, employment, and services.

Table 37: ***Digital Equity & Broadband Infrastructure Projects by Key Metrics, Population Served, and Geographic Target***

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Building a Better Connection for Older Adults	Participants reached; training enrollments; training completions; tablets distributed; device literacy improvement (percent); connectivity improvement (percent)	167 participants completed trainings; 197 enrolled in literacy training;167 provided tablets with two-year data plans; 98% increase in literacy capabilities; 99.6% increase in internet connectivity.	Older adults age 60+; adults with disabilities in LA County.	East LA, Alameda Corridor, 110 FWY Corridor, and Antelope Valley; prioritized highest/high/moderate need areas.
Accelerate Digital Equity	Laptops distributed; surveys completed; community conversations held; organizations served	6,610 laptops distributed (of 7,500 target); 239 survey responses collected; six community conversations conducted across multiple libraries.	Low-income households, small businesses, and community-based organizations lacking access to computing devices.	Countywide, with emphasis on Digital Divide Target Areas and Qualified Census Tracts.
Accelerate Digital Equity – Community Broadband Network 1 (East LA)	Network infrastructure design completed; sites identified; construction milestones achieved	Draft Core Network Infrastructure Design Document completed; site list developed; contractor conducting feasibility study; planning for network construction underway.	Low-income households without reliable internet access.	East Los Angeles.
Accelerate Digital Equity – Community Broadband Network 2 (South LA)	Network infrastructure design completed; sites identified; construction milestones achieved	Draft Core Network Infrastructure Design Document and site list developed; contractor feasibility study initiated; monthly project management meetings completed.	Low-income households without reliable broadband service.	South Los Angeles.
Public Wi-Fi at County Parks	Park sites with Wi-Fi activated; Wi-Fi sessions logged; users without home Wi-Fi (%); users by income level; users by intended use	All 36 targeted park sites completed and activated (Sep 2023–Apr 2024); 32,981 Wi-Fi sessions logged as of Aug 2025; 48% of users lack home Wi-Fi; 69% earn under $30,000; 31% use for homework.	Low-income households, students, and disadvantaged populations without reliable broadband access.	36 LA County parks across highest, high, and moderate-need census tracts per ARDI Equity Index and COVID-19 Vulnerability & Recovery Index.
Library Laptop and Hotspots Lending and Workready Programs	Chromebook kits deployed; hotspot devices deployed; Chromebook checkouts; hotspot checkouts; Work Ready program registrations; Career Online High School graduates	1,400 Chromebook kits and 1,300 MiFi devices deployed; 12,437 Chromebook checkouts and 10,591 hotspot checkouts; 5,178 Chromebook holds, and 14,939 hotspot holds reflect unmet demand; 31,034 Work Ready program registrations.	Low-income households, job seekers, students, and residents without reliable internet access.	Countywide, across 85 library locations with emphasis on high-need communities identified through ARDI Equity Explorer data.

Preliminary Progress on Populations Served & Geographic Targeting

The six Digital Equity & Broadband Infrastructure projects collectively address the digital divide that became acutely visible during pandemic remote work and education. All projects' populations of need experiencing digital exclusion, including low-income households, older adults and individuals with disabilities, students and job seekers without home internet access, and small businesses lacking computing resources. Device distribution and lending programs have reached thousands of households, with extensive waitlists demonstrating demand that substantially exceeds current capacity, a key indicator of the depth of digital need across the County. Broadband infrastructure projects specifically target East Los Angeles and South Los Angeles, communities where over 20% of households lack internet subscriptions. Geographic targeting across all projects employs mapping tools including the COVID-19 Vulnerability and Recovery Index, Equity Explorer, and Digital Divide Target Area designations to concentrate resources in highest-need census tracts. A notable feature of this subcategory is the multi-modal approach to digital access: rather than relying on a single intervention, projects combine device distribution, hotspot lending, public Wi-Fi expansion at parks and libraries, digital literacy training, and permanent broadband infrastructure deployment. This layered strategy recognizes that closing the digital divide requires addressing multiple barriers simultaneously (e.g., device access, internet connectivity, and digital skills) particularly for older adults and LEP residents who face compounding obstacles to digital participation.

Library & Educational Resources

The Library & Educational Resources subcategory encompasses three projects supporting learning recovery, educational inclusivity, and expanded community access to educational resources through library infrastructure and programming (see Table 38). These initiatives recognize libraries as essential community institutions providing not only books and educational materials but also technology access, safe learning spaces, and evidence-based early literacy and tutoring services.

Table 38: *Library & Educational Resources Projects by Key Metrics, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Capital Projects - Library Improvements	Contracts executed; design documents completed; refurbishments completed; library gate counts; new library cards issued; checkouts	Contracts executed for 4 of 5 projects; Huntington Park design drawings underway with Board hearing anticipated Aug 2025; goal of preparing design/construction documents by 2024 met.	Students and school-aged youth; disproportionately impacted households, including limited English-speaking, and low-income residents; systems-involved individuals	South LA and Southeast Cities (Maywood, Huntington Park, Lynwood, South Gate, Bell); all five libraries located in highest/high need census tracts per Equity Explorer.
LA County Library "Park and Connect" Program	Library sites with outdoor Wi-Fi; Wi-Fi sessions	All 46 targeted library sites connected with outdoor Wi-Fi access and remain operational; program achieved goal of expanding digital access; continues collecting Meraki usage data.	Residents lacking reliable internet, including students, low-income households, and digitally underserved families.	46 high-priority communities across Los Angeles County.
LA County Library Early	Youth and caregivers enrolled; free books distributed; tutoring	6,000+ free books distributed; 3,650+ youth and	Children ages 2–12; youth up to age 18:	Highest/high-need Equity Explorer

Literacy and Education	sessions completed; science, technology, engineering, arts, and mathematics participation; daycare providers trained; students receiving tutoring	caregivers engaged; 35 daycare providers trained in literacy/STEM; 1,500 youth received STEAM programming; 150 students improved reading; 2,240 students served by Summer Tutoring.	parents/caregivers; home-based daycare providers; LEP families; system-involved youth, low-income households.	geographies; programs operated at 30–38 libraries in Compton, East LA, Lancaster, Willowbrook, Baldwin Park, Florence, El Monte, and other disadvantaged areas.

Preliminary Progress on Populations Served & Geographic Targeting

The three Library & Educational Resources projects focus on addressing pandemic-induced learning loss and educational disparities through modernized library facilities and evidence-based programming. Priority populations include children ages 2-12 and school-aged youth experiencing learning disruption, parents and caregivers, and home-based daycare providers, inclusive of LEP families. Programs have engaged thousands of youth and caregivers through early literacy services, STEAM programming, and summer tutoring, while facility improvements are creating modernized learning spaces with improved technology access. All projects concentrate services in highest-need communities. Library improvements target South LA and Southeast cities where all five facilities are situated in highest-need or high-need census tracts, while literacy programming operates across dozens of library locations in historically disadvantaged areas including Compton, East LA, Lancaster, Willowbrook, and Baldwin Park. Services are delivered in more than 10 languages ensuring LEP families can access support. A defining feature of this subcategory is the recognition of libraries as essential community infrastructure that extends beyond books to encompass technology access, safe learning spaces, and evidence-based educational programming, making library investment a high-leverage strategy for addressing educational disparities concentrated in low-income communities.

Food Security & Local Food Systems

The Food Security & Local Food Systems subcategory encompasses seven projects implementing a comprehensive approach to food security, addressing both immediate hunger needs and long-term food systems strengthening (see Table 39). These initiatives operate across multiple modalities (e.g., direct food distribution, nutrition incentives, flexible vouchers, local food entrepreneurship support, and enrollment in permanent nutrition assistance programs).

Table 39: *Food Security & Local Food Systems Projects by Key Metrics, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Community Food Resource Grants	Community-based organizations funded; households served; grants by category (supply chain, nutrition, safety net); food packages distributed	Over 30 community-based organizations funded; 60% of funds allocated to supply chain resilience, 25% to nutrition promotion, 10% to safety net enrollment; Third party administrators established inclusive grant process and begun reimbursements.	Food-insecure households; small food businesses; schools and public agencies in disproportionately impacted communities.	Highest and High-need census tracts via COVID-19 Recovery Index; also includes non-geographically concentrated groups experiencing homelessness.

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Food Assistance Awareness Campaign	Residents enrolled in California Supplemental Nutrition Assistance Program; households served; enrollments by population (older adults, first-time applicants)	Grants disbursed to 25 community-based organizations; outreach campaigns in multiple languages; enrollment events during CalFresh Awareness Month and Pride Month; more than 1,000 eligible residents enrolled (partial achievement toward 3,000 target).	Underrepresented eligible communities, including but not limited to Asian/Pacific Islander residents, older adults (65+), and LGBTQ+ individuals; low-income households at risk of food insecurity; people experiencing poverty, chronic health conditions, and unemployment.	High-need Areas across LA County: Koreatown, Chinatown, Echo Park, Eagle Rock, Long Beach (Cambodian community), San Gabriel Valley, South LA, Southeast LA, LGBTQ+ cultural hubs.
Food Distribution Program	Food distribution events held; pounds of food distributed; participants from high-risk food insecurity zip codes (%)	137 food distribution events held (target: 70); 2.9 million pounds distributed (target: 1 million); 82% participants from high-risk food insecurity zip codes (target: 70%); final event completed July 2024.	Food-insecure households, with emphasis on low-income residents and families in high-need census tracts.	Countywide, with events held across all five Supervisorial Districts; prioritized highest and high-need tracts per Equity Explorer.
Food Distribution Program - Formula Shortage Response	Cans of formula distributed; families served	11,998 cans of baby formula distributed to 1,592 families; distribution completed successfully by October 31, 2022.	Families with infants in need of formula during supply shortage.	Countywide, including distributions in SPAs 1–8 and the City of Long Beach.
Grocery Voucher Program	Households served; vouchers distributed; voucher dollars redeemed	At least 75% of resources allocated to highest/high-need tiers; outreach provided in 10+ languages through trusted CBOs.	Highly impacted communities, including low-income households, immigrant families, opportunity youth, and other food insecure households	Countywide, concentrated in historically disadvantaged, high-need equity tier communities.
Market Match	Families served; children served; home visits completed; referrals provided	288 families served; 3,488 home visits completed; 6 nurses provided direct services to 99 active families at closeout; 87 families transitioned to other programs.	High-risk, high-need pregnant and parenting families.	Countywide.
Microenterprise Home Kitchen Operations - DPH	Applications received; applications approved; subsidies awarded; microentrepreneurs served	Subsidy program launched with initial outreach and community-based organization engagement; applications began Nov 2024; stakeholder consultations completed (Sept 2024); multilingual educational materials finalized.	Low-income microentrepreneurs with annual revenues under $50,000, including but not limited to women, communities of color, and LEP cooks entering the legal food economy.	Supervisorial Districts 1, 2, 4 have highest concentration; outreach countywide with focus on high-need census tracts.

Preliminary Progress on Populations Served & Geographic Targeting

The seven Food Security & Local Food Systems projects implement a comprehensive approach addressing both immediate hunger and long-term food system resilience. Populations served include food-insecure households, immigrant families, older adults, opportunity youth, and Asian American and Pacific Islander, LGBTQ+, and LEP residents who face distinct barriers to food assistance enrollment. Projects have distributed millions of pounds of food, provided emergency infant formula during the national shortage, and enrolled thousands in CalFresh and nutrition incentive programs. A distinguishing characteristic of this subcategory is the combination of emergency assistance with systems-change approaches: while some projects provide immediate food distribution and flexible vouchers, others support local food entrepreneurship, strengthen community food infrastructure, and build grassroots organizational capacity. Geographic targeting concentrates resources in highest-need census tracts, with food distribution achieving 82% participation from high-risk food insecurity zip codes. Culturally tailored outreach in more than 10 languages reaches specific communities including Koreatown, Chinatown, South LA, and San Gabriel Valley. The microenterprise program's demographics (84% women, nearly half Black/African American and over half Latino entrepreneurs) demonstrate inclusion of historically underrepresented food entrepreneurs entering the regulated economy.

Immigrant Services & Legal Protection

The Immigrant Services & Legal Protection subcategory encompasses two projects providing direct legal services and organizational infrastructure supporting immigrant communities (see Table 40). These initiatives address critical gaps in legal protection and community capacity.

Table 40: ***Immigrant Services & Legal Protection Projects by Key Metrics, Population Served, and Geographic Target***

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Capacity Building for Immigrant-Focused CBOs	Community-based organizations funded; training hours delivered; coaching hours delivered; languages served; new zip codes served; strategic partnerships formed	Cohort A (2022–2024): 10 community-based organizations funded ($150K each); 95.5 hours mandatory training and 176 hours tailored coaching delivered; 48 unique languages (41% increase); 141 new ZIP codes served (60% high/highest need); 51.6% increase in strategic partnerships.	Immigrant-serving nonprofit organizations, indirectly supporting immigrant communities across LA County.	Countywide; emphasis on high and highest-need ZIP codes per Equity Explorer tool.
Legal Representation for Immigrants at Risk of Removal	Individuals receiving removal defense; children receiving Special Immigrant Juvenile Status or relief representation; immigrants experiencing homelessness served; trafficking survivors served; asylum applications prepared; languages provided	380+ individuals received removal defense; 90+ children received special immigrant juvenile status or relief representation; 40+ immigrants experiencing homelessness served; 35+ trafficking survivors supported; 120+ asylum applications prepared; 15+ languages provided.	Immigrants in removal proceedings; immigrants experiencing homelessness; trafficking survivors; asylum seekers; children abandoned outside Department of Children & Family Services custody; linguistically isolated immigrants.	Countywide, with priority outreach in San Fernando Valley, San Gabriel Valley, Metro LA, South LA, East LA, Southeast Cities/Long Beach, Antelope Valley, and Pomona.

Preliminary Progress on Populations Served & Geographic Targeting

The two Immigrant Services & Legal Protection projects address critical gaps in legal protection and community organizational capacity for immigrant communities facing elevated vulnerabilities during pandemic recovery. Legal representation services reach particularly vulnerable subpopulations including immigrants experiencing homelessness, trafficking survivors, asylum seekers, unaccompanied children, and linguistically isolated individuals, providing removal defense that enables housing and employment stability. Capacity building has enabled immigrant-serving community-based organizations to expand services across 48 unique languages and 141 new ZIP codes, dramatically extending reach into previously isolated immigrant communities. Geographic targeting prioritizes high-need areas identified through the Equity Explorer while maintaining countywide accessibility through priority outreach in San Fernando Valley, San Gabriel Valley, Metro LA, South LA, East LA, Southeast Cities, and Antelope Valley. A notable innovation is the first-in-the-nation integration of legal and social services, ensuring holistic support that addresses simultaneous legal, housing, and service access needs rather than siloed interventions. This subcategory demonstrates that protecting immigrant communities requires both direct legal services for individuals facing removal and infrastructure investment in the community-based organizations that serve as trusted entry points for immigrant families.

Arts, Culture & Nonprofit Organizational Capacity

The Arts, Culture & Nonprofit Organizational Capacity subcategory encompasses five projects supporting cultural sector recovery, nonprofit organizational stability, and needs-based community access to recreational resources (see Table 41).

Table 41: *Arts, Culture & Nonprofit Organizational Capacity Projects by Key Metrics, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Arts Relief and Recovery Grants	Grants awarded; grant funds distributed; arts organizations supported	Successfully distributed over $14 million in grants to nonprofit arts organizations; funds helped stabilize operations, support workforce retention, and maintain community access.	Nonprofit arts organizations, artists, and communities dependent on cultural programming.	Countywide.
Capital Projects - Marina del Rey Parking Structure Development	Construction completion (%); local worker hiring compliance (%); targeted worker hiring compliance (%)	Plan check comments addressed; coordination with utilities in progress; Coastal Development Permit hearing held Sept 24, 2025 with issuance anticipated Oct 2025; construction start planned for Nov 2025.	General County residents, with emphasis on low-income and disadvantaged communities seeking inclusive coastal access.	Marina del Rey, with improved access for South LA and other inland disadvantaged communities.
Creative Works Jobs for Artists	Grants awarded; artists served; funds distributed	Distributed Creative Works Jobs for Artists funding; completed service delivery June 2023; underspend of $199,635.72 reallocated to cultural recovery grants; all funds expended by Feb 2024.	Nonprofit arts organizations and artists impacted by COVID-19.	Countywide.
LA Regional COVID Fund: Nonprofit Grants	Grants distributed; nonprofits served; grants to priority populations (Black, Indigenous, and People of Color-led; women-led;	Last phase of grant distribution executed; applications opened Nov 30, 2024, closed Dec 31, 2024; 519 grants provided to nonprofits;	Micro and small businesses and nonprofits in high-need communities, including but not	Highest, high, and moderate COVID-19 impacted areas in LA County; allocations also for

	veteran-led; lesbian, gay, bisexual, transgender, and queer-led)	stabilization grants distributed to high-need areas.	limited to communities of color-, women-, veteran-, and LGBTQ-owned businesses.	non-geographically concentrated populations.
Reopening Culture, Tourism, and Marketing Initiative	Grantees awarded; funds to organizations in high-need tracts (%); grantees serving historically disadvantaged and disproportionately impacted populations (%)	400+ nonprofit grantees awarded under Creative Recovery LA umbrella; sub-grants supported reopening events, marketing, staff retention, arts programming; outreach reached 500+ applicants.	Nonprofit arts organizations; social justice nonprofits using arts; tribal cultural organizations; indirectly, residents in disproportionately impacted communities.	Countywide, with ≥75% of funds for grantees located in or within one mile of high/highest need tracts per COVID-19 Vulnerability & Recovery Index.

Preliminary Progress on Populations Served & Geographic Targeting

The five Arts, Culture & Nonprofit Organizational Capacity projects support cultural sector recovery and nonprofit organizational stability while expanding needs-based access to community resources. Priority populations include nonprofit arts organizations and individual artists experiencing catastrophic revenue loss from pandemic closures, small nonprofits providing essential community services, and residents of disadvantaged communities seeking inclusive coastal recreation access. Over 500 nonprofits and small businesses have received stabilization grants, including organizations led by communities of color, women, veterans, and LGBTQ+ individuals. Arts grants specifically supported small and mid-sized organizations, fiscally sponsored groups, and tribal cultural preservation organizations at risk of permanent closure. Geographic targeting ensures at least 75% of arts funding reaches grantees located in or within one mile of high-need or highest-need census tracts, while nonprofit grants prioritize highest, high, and moderate COVID-impacted areas. The parking structure development project addresses a different dimension of inclusivity, reducing barriers to coastal access for historically disadvantaged and disproportionately impacted inland communities through multimodal transportation infrastructure. This subcategory reflects an understanding that cultural organizations and nonprofits form essential community infrastructure, and that their pandemic-driven decline would have lasting consequences for community identity, creative economy employment, and the social safety net.

Preliminary Outcomes and Lessons Learned

Preliminary data from Los Angeles County's 23 ARP-funded Community Development & Support projects demonstrate meaningful progress across multiple dimensions of community strengthening, from digital connectivity and educational opportunity to food security, immigrant protection, and cultural vitality. Collectively, these projects have distributed thousands of computing devices and logged tens of thousands of public Wi-Fi sessions, served thousands of youth and caregivers through evidence-based literacy programming, distributed millions of pounds of food while enrolling thousands in nutrition assistance programs, provided legal representation to hundreds of immigrants facing removal, and stabilized over 500 nonprofit and arts organizations through direct grants. Broadband infrastructure projects have completed critical design phases for permanent deployment in East LA and South LA, while library facility improvements are modernizing learning spaces across highest-need communities. Across the theme, projects consistently serve populations facing barriers to

essential resources: households experiencing digital exclusion; children in communities with greatest learning disruption; food-insecure residents including those excluded from federal programs; immigrant families facing deportation risk; and cultural organizations serving disadvantaged communities, including people of color. Geographic strategies concentrate resources in highest-need census tracts identified through the COVID-19 Vulnerability and Recovery Index and Equity Explorer while employing multilingual outreach in more than 10 languages to reach LEP populations.

Early strengths are emerging across implementation. Projects consistently apply evidence-based practices (e.g., device lending with digital literacy training, early childhood literacy models, community-based food distribution, integrated legal and social services, and nonprofit capacity building) while leveraging strong partnerships with libraries, community-based organizations, and trusted community leaders embedded in populations of need. Inclusive principles remain embedded throughout: departments use data-driven targeting through Equity Explorer tools and the COVID-19 Vulnerability and Recovery Index to prioritize high-need census tracts, deliver services in more than 10 languages as standard practice, and apply local hire requirements for capital projects. A distinctive feature across this theme is the community-based organization partnership model: food grants include grassroots organizations led by and rooted in highly impacted communities, including communities of color; immigrant services build community-based organization capacity to serve 48 unique language communities; and arts funding includes organizations led by people of color. Capital projects are strategically sited in disadvantaged areas to address digital deserts, food insecure neighborhoods, and historic disparate infrastructure while maintaining accessible service delivery models.

How Angelenos' Lives are Improving

Digital connectivity is expanding for residents who have been excluded from online participation. Thousands of households have gained access to laptops and hotspots through libraries, older adults and individuals with disabilities are reducing isolation through device distribution and digital literacy training, and tens of thousands of Wi-Fi sessions demonstrate sustained community use at parks and libraries. Residents in East LA and South LA will soon access permanently affordable broadband, transforming digital access in communities with the County's lowest subscription rates. Educational opportunity is strengthening as library facilities are modernized with improved technology, ADA-compliant design, and dedicated learning spaces, while thousands of youth and caregivers receive evidence-based literacy programming addressing pandemic-induced learning loss. Food security is improving as millions of pounds of food reach food-insecure households, flexible vouchers serve immigrant families, and grassroots organizations strengthen local food system resilience. Immigrant families are gaining stability through removal defense and relief representation that enables continued employment and housing, while immigrant-serving organizations expand capacity into over 140 new ZIP codes reaching dozens of communities. Cultural vitality is being preserved as hundreds of nonprofit arts organizations and small nonprofits receive stabilization support enabling continued operations and community service. Looking ahead, communities will gain lasting infrastructure as broadband deployment, library improvements, and coastal access development create permanent improvements serving generations of Angelenos.

Lessons emerging from ongoing implementation underscore several critical themes. Community partnership and culturally responsive outreach through trusted community-based organizations,

hyperlocal media, and multilingual engagement prove essential for reaching vulnerable populations, particularly immigrant communities and LEP residents who may face barriers to government services. Demand substantially exceeds capacity in key areas: extensive device lending waitlists indicate digital access needs far beyond current resources, while food distribution exceeded targets by serving nearly three times the planned quantity, demonstrating that community need surpasses traditional assumptions. Flexible service delivery models (e.g., outdoor Wi-Fi at parks, extended library hours, mobile distribution, multilingual hotlines, and door-to-door legal outreach) prove effective in overcoming geographic and access barriers. Integration of services addresses compounding needs: legal and social service integration ensures holistic support for immigrants facing simultaneous legal, housing, and service access challenges. Evidence-based models with built-in evaluation generate measurable impacts while informing continuous improvement. Strategic capital investment in highest-need communities creates lasting infrastructure transformation that will serve generations; broadband deployment, library modernization, and multimodal transportation development represent permanent improvements in community capacity. As these efforts continue, the County's ARP investments are actively expanding digital access, strengthening educational opportunity, addressing food insecurity, protecting immigrant families, and sustaining cultural sector viability across Los Angeles County's most impacted communities.

Economic & Workforce Development

Project Goals and Funding

Los Angeles County's Economic & Workforce Development theme brings together 15 projects across multiple departments, strategically designed to address pandemic-related economic hardship, unemployment, and business closures through interconnected interventions (see Table 42). These projects span a comprehensive approach to economic recovery: direct income and cash assistance providing immediate economic stability and wealth-building pathways, workforce development and employment services connecting displaced workers to training and career opportunities, and business recovery and entrepreneurship support enabling small business survival and new venture formation. Collectively, these investments recognize that balanced economic recovery requires multifaceted approaches addressing individual economic security, employment opportunity, and business viability simultaneously.

The total funding allocation for Economic & Workforce Development projects is approximately $212.96 million, with the largest investments in Guaranteed Basic Income, Childcare Providers Grants and Incubator, Street Vending Collaborative for Health, Safety, and Economic, and LA Regional COVID Fund: Small and Microbusiness Grants. These investments span multiple County departments including the Chief Executive Office, Department of Economic Opportunity, Department of Consumer and Business Affairs, and affiliated agencies, reflecting the cross-sector coordination necessary for comprehensive economic recovery.

To demonstrate how the County's 15 Economic & Workforce Development projects create an integrated approach to pandemic recovery, they are presented below, organized into three subcategories based on the primary intervention modalities they employ. This structure highlights how individual projects targeting direct income support, workforce development, and business recovery

collectively work to strengthen economic security, advance employment opportunity, and enable business resilience for communities most impacted by pandemic-related economic disruption. The following sections outline each subcategory in greater detail, illustrating how coordinated investments across these interconnected areas create comprehensive economic recovery.

Table 42: *Economic & Workforce Development Projects by Subcategory*

Subcategory	Projects
Direct Income & Financial Support	• Guaranteed Basic Income • Wraparound Services for Critical Employment Initiatives • Financial Coaching Partnership • Grants to CBOs Focused on Financial Wellbeing and Wealth Building in Low-Income Communities of Color
Workforce Development & Employment Pathways	• Pandemic Recovery Rapid Reemployment • High Road Training Partnerships • High Road Training Partnerships - Film & Digital Media • Childcare Providers Grants and Incubator Program
Business Recovery & Entrepreneurship Support	• LA Regional COVID Fund: Small and Microbusiness Grants • Street Vending Collaborative for Health, Safety, and Economic Mobility • Keep LA Dining • Legal Aid for Small Business Owners • Shop Local Campaigns • Healthy Food Kickstarter Program • Safer at Work

Direct Income & Financial Support

The Direct Income & Financial Support subcategory comprises four projects designed to provide direct financial assistance and financial capability building to low-income individuals and families experiencing economic hardship (see Table 43). These initiatives recognize that economic stability enables residents to meet basic needs, pursue education and employment opportunities, and build long-term wealth while reducing income volatility and financial stress. Projects combine immediate cash assistance with financial coaching and wealth-building services, addressing both urgent pandemic-related economic hardship and long-term pathways to economic security and intergenerational wealth.

Table 43: *Direct Income & Financial Support Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Guaranteed Basic Income	Chief Executive Office	$41.76 million
Wraparound Services for Critical Employment Initiatives	Department of Economic Opportunity	$8.1 million
Grants to CBOs Focused on Financial Wellbeing and Wealth Building in Low-Income Communities of Color	Department of Consumer and Business Affairs	$2.15 million
Financial Coaching Partnership	Department of Consumer and Business Affairs	$1.2 million

- **Guaranteed Basic Income:** Provides unconditional cash assistance to low-income individuals and families, supporting economic stability and enabling recipients to meet basic needs, pursue education and training, and make investments in their futures without bureaucratic

restrictions. Services are geographically targeted to communities experiencing highest rates of poverty and unemployment, with priority enrollment for residents of census tracts ranked as highest need and high need, ensuring resources reach households experiencing most severe economic hardship.

- **Wraparound Services for Critical Employment Initiatives:** Provides supportive services addressing barriers to employment participation including transportation, childcare, work clothing, tools, and other necessary resources enabling workers to accept and maintain employment. Services are integrated across multiple workforce programs with geographically targeted outreach in communities where transportation and childcare access constrain employment participation.
- **Grants to CBOs Focused on Financial Wellbeing and Wealth Building in Low-Income Communities of Color:** Provides capacity-building grants to community-based organizations delivering financial capability services including financial coaching, credit repair, homeownership preparation, and asset-building programs. Services are geographically targeted to communities of color experiencing wealth inequality and limited access to mainstream financial services.
- **Financial Coaching Partnership:** Provides one-on-one financial coaching helping individuals and families build financial capability, reduce debt, improve credit, establish savings, and achieve financial goals. Services are geographically targeted to communities experiencing financial instability, with partnerships with community-based organizations providing culturally responsive coaching in multiple languages.

Workforce Development & Employment Pathways

The Workforce Development & Employment Pathways subcategory comprises four projects designed to connect displaced and unemployed workers to employment opportunities, career training, and skill development in high-growth industries (see Table 44). These initiatives combine subsidized employment, on-the-job training, sectoral training partnerships, and childcare support, recognizing that employment pathways require multiple interventions addressing both employer workforce needs and worker barriers to participation. Projects target workers most impacted by pandemic-related displacement while building long-term career advancement opportunities and economic stability.

Table 44: *Workforce Development & Employment Pathways Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Childcare Providers Grants and Incubator Program	Department of Economic Opportunity	$40 million
Pandemic Recovery Rapid Reemployment	Department of Economic Opportunity	$20 million
High Road Training Partnerships	Department of Economic Opportunity	$18 million
High Road Training Partnerships - Film & Digital Media	Department of Economic Opportunity	$1.35 million

- **Childcare Providers Grants and Incubator Program**: Provides financial assistance to childcare providers maintaining operations despite revenue loss during the pandemic, while

supporting new childcare business development through an incubator program providing training, technical assistance, and startup funding. Services are geographically targeted countywide with priority for providers serving communities identified as highest need and high need, recognizing that affordable childcare represents critical infrastructure enabling workforce participation.

- **Pandemic Recovery Rapid Reemployment:** Connects displaced workers to immediate employment opportunities through subsidized work placements, wraparound support services, and career pathway connections. Services are geographically targeted to communities experiencing highest unemployment rates, with priority for workers displaced from industries most affected by pandemic closures including hospitality, retail, and personal services.
- **High Road Training Partnerships:** Develops sectoral training programs in high-growth industries through partnerships between employers, labor unions, training providers, and community colleges, creating career pathways for workers while meeting employer workforce needs. Programs operate countywide with geographically targeted recruitment in communities experiencing high unemployment and limited access to quality job training, focusing on industries including healthcare, advanced manufacturing, clean energy, and technology.
- **High Road Training Partnerships - Film & Digital Media:** Develops specialized training programs in film, television, and digital media production through partnerships with industry employers, unions, and training providers, creating pathways to entertainment industry careers for workers from underrepresented communities. Services operate countywide with targeted recruitment in communities with limited access to entertainment industry employment despite proximity to production activity.

Business Recovery & Entrepreneurship Support

The Business Recovery & Entrepreneurship Support subcategory comprises seven projects designed to stabilize small and microbusinesses, support entrepreneurship pathways, and enable safe business operations during pandemic recovery (see Table 45). These initiatives combine direct financial assistance, technical assistance, legal support, and workplace health/safety resources—recognizing that business viability requires multifaceted intervention addressing both immediate financial hardship and structural barriers to business success. Projects include minority-owned, women-owned, immigrant-led, and LGBTQ-owned businesses, along with emerging entrepreneurs in food security and street vending sectors, ensuring business recovery across all communities.

Table 45: *Business Recovery & Entrepreneurship Support Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Street Vending Collaborative for Health, Safety, and Economic Mobility	Department of Economic Opportunity	$24.75 million
LA Regional COVID Fund: Small and Microbusiness Grants	Department of Economic Opportunity	$23 million
Keep LA Dining	Department of Economic Opportunity	$10 million

Legal Aid for Small Business Owners	Department of Economic Opportunity	$10 million
Safer at Work	Department of Economic Opportunity	$7.5 million
Healthy Food Kickstarter Program	Department of Consumer and Business Affairs	$5 million
Shop Local Campaigns	Department of Economic Opportunity	$1 million

- **Street Vending Collaborative for Health, Safety, and Economic Mobility:** Supports street vendors through formalization assistance, health and safety training, business development services, and access to capital, recognizing street vending as an economic lifeline for immigrant communities and low-income entrepreneurs. Services are geographically targeted to areas with high concentrations of street vending activity, particularly in communities experiencing high poverty rates and limited formal employment opportunities.
- **LA Regional COVID Fund: Small and Microbusiness Grants:** Provides direct financial assistance to small businesses and microenterprises that experienced revenue loss during the pandemic, with flexible grants supporting operational expenses, inventory, equipment, and working capital. Services are geographically targeted with priority for businesses located in and serving communities experiencing highest pandemic economic impacts, with outreach including minority-owned businesses and microenterprises in vulnerable communities.
- **Keep LA Dining:** Supports restaurant recovery through grants for outdoor dining infrastructure, equipment upgrades, and marketing support, recognizing restaurants as critical community anchors and major employers that faced extended closures and capacity restrictions. Services are geographically targeted to business corridors in communities experiencing highest economic impacts, supporting neighborhood restaurants serving as gathering places and economic engines.
- **Legal Aid for Small Business Owners:** Provides free legal assistance to small business owners navigating COVID-19-related legal challenges including lease negotiations, contract disputes, business restructuring, and regulatory compliance. Services are available countywide with geographically targeted outreach in communities with high concentrations of small businesses, particularly minority-owned enterprises facing language and resource barriers to legal services.
- **Safer at Work:** Provides COVID-19 rapid testing kits to community-based organizations and small businesses in high-need communities, enabling workers to test regularly and return to work quickly following exposure, reducing income loss from extended quarantine periods. Services are geographically targeted to communities experiencing highest COVID-19 transmission rates and lowest access to testing resources.
- **Healthy Food Kickstarter Program:** Provides grants and technical assistance to food entrepreneurs developing healthy food businesses including community kitchens, food hubs, urban agriculture, and healthy food retail in food desert communities. Services are geographically targeted to communities experiencing limited healthy food access, supporting local entrepreneurs while addressing food security.

- **Shop Local Campaigns:** Implements marketing campaigns encouraging residents to support local businesses, particularly in communities experiencing business corridor decline and disinvestment. Services are geographically targeted to business districts in communities identified as highest need and high need, supporting business recovery through increased customer traffic and community awareness.

Impact Statements and Project Designs

Los Angeles County's Economic & Workforce Development theme consists of 15 projects that aim to promote economic recovery and long-term prosperity among households and businesses disproportionately impacted by pandemic economic disruption. The impact statements across the theme align with an intentional and comprehensive strategy: direct income support preventing financial crisis while enabling investments in long-term goals; workforce development programs connecting displaced workers to career-track employment with family-sustaining wages; small business assistance preventing closures and supporting recovery in community commercial corridors; financial capability services building pathways from crisis stabilization to wealth building; and entrepreneurship support creating economic opportunities for informal businesses and emerging entrepreneurs.

These project efforts addressed immediate economic crisis while building long-term economic pathways and opportunities for sustainable prosperity. Proposals were required served vulnerable populations, including workers displaced from pandemic-affected industries, small businesses and microenterprises experiencing revenue loss, low-income households facing economic instability, communities of color experiencing wealth inequality, and entrepreneurs in informal economies including street vendors and food entrepreneurs. These priorities built on proven County programs and demonstrated innovation, whether through sectoral training partnerships aligning with employer workforce needs, childcare business incubation expanding critical infrastructure, guaranteed basic income providing unconditional support, or street vendor formalization respecting cultural practices.

Design objectives spanned the economic recovery continuum: workforce development programs established clear job placement, wage, and retention targets demonstrating sustained employment rather than short-term placements. Business support programs set goals for business survival, revenue recovery, and preservation of jobs in pandemic-affected industries and communities. Income support programs aimed to reduce income volatility and financial stress while enabling households to meet basic needs and pursue education and training. Financial capability programs targeted debt reduction, credit improvement, savings establishment, and asset building including homeownership and business ownership. Collectively, these investments created pathways from economic crisis to sustainable prosperity, addressing both immediate stabilization needs and long-term economic mobility while concentrating resources in communities experiencing greatest economic disruption.

An overview of the impact statement's common themes and specific outcomes are provided below for the 15 Economic & Workforce Development projects within their three subcategories: Direct Income & Financial Support; Workforce Development & Employment Pathways; and Business Recovery & Entrepreneurship Support.

Direct Income & Financial Support

These projects focus on providing direct financial assistance and financial capability building to low-income individuals and families experiencing economic hardship. Guaranteed Basic Income reduces income volatility and financial stress, enabling participants to meet basic needs and invest in long-term goals while advancing economic stability for communities disproportionately impacted by COVID-19. Wraparound Services for Critical Employment Initiatives ensures access to workforce training and job placement in high-growth sectors by providing emergency cash assistance addressing employment barriers, leading to family-sustaining wages, reduced hardship, and long-term economic mobility for disproportionately impacted residents. Financial Coaching Partnership provides a path for economic wellbeing and movement beyond poverty for COVID-19 disproportionately impacted communities through personalized financial coaching services. Grants to CBOs Focused on Financial Wellbeing and Wealth Building in Low-Income Communities of Color supports COVID-19 hardest-hit communities in moving from economic recovery to intergenerational wealth building through critical services including legacy and estate planning via no-cost legal representation. Collectively, these programs address both immediate economic crisis through direct cash assistance and long-term economic security through financial capability development and wealth-building pathways.

Workforce Development & Employment Pathways

Projects in this subcategory connect displaced and unemployed workers to employment opportunities, career training, and skill development in high-growth industries. Pandemic Recovery Rapid Reemployment addresses the economic gap experienced by disproportionately impacted low-income communities, including communities of color, women, and high-barriered subpopulations, by increasing the percentage of households with income above 250% Federal Poverty Level and increasing stable employment. High Road Training Partnerships develops sectoral training programs creating career pathways for workers while meeting employer workforce needs in high-growth industries including healthcare, advanced manufacturing, clean energy, and technology. High Road Training Partnerships - Film & Digital Media helps film and digital media businesses build diverse workforces reflective of LA County residents' diversity while driving recovery and inclusive growth, ultimately changing the overall demographics of the industry to be more representative of the overall population. Childcare Providers Grants and Incubator Program stabilize the essential childcare sector by targeting highest and high-need areas, enabling providers to reopen and continue services so parents can return to work or school. Across these projects, the impact statements emphasize sustainable employment pathways, career advancement opportunities, industry-responsive training, and support for critical workforce infrastructure enabling employment participation.

Business Recovery & Entrepreneurship Support

Business recovery and entrepreneurship support projects stabilize small and microbusinesses, support entrepreneurship pathways, and enable safe business operations during pandemic recovery. Street Vending Collaborative for Health, Safety, and Economic Mobility creates pathways for financial stability and resiliency for sidewalk vendors, improves government relationships with impacted and disproportionately impacted entrepreneurs, expands access to cost-effective business tools, and provides safe food access for communities across LA County. LA Regional COVID Fund: Small and

Microbusiness Grants provides needs-based distribution of needed capital to micro and small businesses supporting their continued recovery from the pandemic. Keep LA Dining stabilizes restaurants and food service businesses, supporting jobs, preserving cultural anchors in communities, and contributing to more inclusive and resilient recovery. Legal Aid for Small Business Owners reduces business closures, prevents displacement, and strengthens resilience of small and diverse businesses through free, culturally competent legal aid, thereby supporting jobs and local economies. Safer at Work reduces business closures, improves worker and patron safety, and supports the local economy by helping businesses comply with health orders while saving on compliance costs. Healthy Food Kickstarter Program measurably reduces food insecurity and improves public health outcomes by funding locally owned businesses and nonprofits to expand food distribution in food deserts, creating sustainable food access points, strengthening community resilience, and empowering smaller enterprises to compete in the food system. Shop Local Campaigns prioritizes businesses most impacted by COVID-19, helping them recover through marketing campaigns that foster community connections between businesses and consumers while equipping businesses with digital skills to stay competitive and increase revenue. Collectively, these projects employed multifaceted approaches to business support, recognizing that business viability requires addressing financial hardship, technical capacity, legal challenges, health and safety compliance, and market access simultaneously while including minority-owned, women-owned, immigrant-led, and LGBTQ-owned businesses to ensure balanced business recovery.

Alignment: Treasury, Board Priorities, & County Principles

The 15 Economic & Workforce Development projects were selected to respond to critical economic needs exposed and exacerbated by the COVID-19 pandemic while building sustainable economic pathways and opportunities (see Table 46). Collectively, they advance three complementary goals: (1) stabilize household economic security through direct income support and financial capability building; (2) connect displaced workers to employment and training opportunities leading to career-track positions with family-sustaining wages; and (3) prevent business closures and support entrepreneurship through financial assistance, technical support, and legal services. Each project is aligned with Treasury expenditure categories and reflects the Board's motion to embed inclusivity.

Table 46: ***Economic & Workforce Development Project Alignment with Treasury, Board Priorities, & County Principles***

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
Direct Income & Financial Support			
• Guaranteed Basic Income • Wraparound Services for Critical Employment Initiatives • Financial Coaching Partnership • Grants to CBOs Focused on Financial Wellbeing and Wealth Building in	2.3 - Household Assistance: Cash Transfers 2.10 - Assistance to Unemployed or Underemployed Workers 2.37 - Economic Impact Assistance: Other 2.34 - Assistance to Impacted Nonprofit Organizations	Stabilizes household economic security and builds pathways to wealth through direct income support, emergency assistance addressing employment barriers, financial coaching, and capacity building for organizations serving communities experiencing wealth inequality.	Prioritizes residents most affected by COVID-19 and systemic disparities with disaggregated evaluation. Targets disproportionately impacted populations with multilingual outreach (10+ languages including Spanish, Korean, Mandarin, Tagalog, Arabic, Armenian, Russian, Thai, Vietnamese, Farsi, Hindi, Japanese, ASL). CBOs selected for capacity to include communities of

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
Low-Income Communities of Color			color and LEP residents. Emphasizes closing racial wealth gaps and building long-term resilience.
Workforce Development & Employment Pathways			
• Pandemic Recovery Rapid Reemployment • High Road Training Partnerships • High Road Training Partnerships - Film & Digital Media • Childcare Providers Grants and Incubator Program	2.10 - Assistance to Unemployed or Underemployed Workers	Connects displaced workers to employment opportunities, career training, and skill development in high-growth industries through subsidized employment, sectoral training partnerships, and childcare infrastructure enabling workforce participation.	At least 70% of participants from priority populations. Culturally and linguistically appropriate outreach with wraparound supports via community navigators. Includes historically underrepresented groups with supportive services (transportation, stipends, mentoring) and language access through America's Job Centers of California and CBOs. Included outreach to small/minority-owned childcare operators in high-need tracts. Applications in English, Spanish, Chinese, Korean, and Filipino. Grantees were 32% White, 32% Black, 36% Other races; 46% Hispanic/Latino.
Business Recovery & Entrepreneurship Support			
• LA Regional COVID Fund: Small and Microbusiness Grants • Street Vending Collaborative for Health, Safety, and Economic Mobility • Keep LA Dining • Legal Aid for Small Business Owners • Shop Local Campaigns • Healthy Food Kickstarter Program • Safer at Work	2.29 - Loans or Grants to Mitigate Financial Hardship 2.35 - Aid to Tourism, Travel, or Hospitality 2.37 - Economic Impact Assistance: Other	Prevents business closures and supports entrepreneurship through direct financial assistance, technical support, legal services, and workplace health resources enabling safe operations while including minority-owned, women-owned, immigrant-led, and LGBTQ-owned businesses.	Uses equity explorer tool to focus outreach on micro and small businesses with least supports. Inclusive scoring criteria for applications with simplified online process and limited disqualification criteria. Free code-compliant carts for low-income and underrepresented owners, including but not limited to minority-owned operations. Serves impacted and disproportionately impacted owners, such as minority-, women-, veteran, LGBTQ+-, disabled-, and immigrant businesses with multilingual technical assistance and targeted outreach via street teams and CBOs. Legal support in Spanish, Korean, Mandarin, Cantonese, Vietnamese, Tagalog, Farsi, Armenian. Materials in multiple languages prioritizing Qualified Census Tracts. Distribution focused in census tracts with highest COVID-19 impacts with outcomes tracked by ownership type and need tier.

As articulated in the columns above:

- **Treasury Expenditure Categories** map projects to an allowable ARPA expenditure category. This ensures compliance with federal spending guidance.

- **Board Priorities** connect the projects with the Board's intent to direct the County's ARP investments to promote economic recovery and long-term prosperity, connect displaced workers to employment opportunities, support small businesses and entrepreneurship, strengthen financial capability and wealth building, and embed inclusivity across all recovery activities.
- **County Principles** demonstrates how inclusivity is operationalized through expansive outreach to high vulnerability census tracts using the COVID-19 Vulnerability and Recovery Index, multilingual communication and culturally responsive service design, inclusion of communities of color and other historically disadvantaged and underrepresented populations, simplified application processes and reduced barriers, inclusive scoring criteria for grant awards, and disaggregated outcome tracking. Each project in this category includes concrete strategies to reduce economic disparities and ensure that Angelenos most affected by COVID-19 receive the greatest benefit.

Each of the projects included demonstrate how their work specifically supports equity through the ways in which projects prioritize Angelenos in highest need. A synthesis by subcategory is provided below.

Direct Income & Financial Support

Projects in this subcategory align with Treasury categories 2.3, 2.10, 2.37, and 2.34, providing direct cash assistance, employment support services, financial coaching, and capacity building for community-based organizations serving disadvantaged communities, including but not limited to people of color. In accordance with the Board of Supervisors' directive, these initiatives stabilize household economic security while building long-term pathways to wealth and financial capability. Inclusive implementation is reflected through prioritization of residents most affected by COVID-19 and systemic disparities, with evaluation frameworks including disaggregation to assess differential impacts across racial, ethnic, and socioeconomic groups. Programs serve disproportionately impacted populations through multilingual outreach and culturally responsive program delivery, with disaggregation of outcomes by race, gender, housing status, and justice involvement. Outreach is required in hardest-hit census tracts identified by the COVID-19 Vulnerability and Recovery Index, with services delivered in 10 or more languages including Spanish, Korean, Mandarin, Tagalog, Arabic, Armenian, Russian, Thai, Vietnamese, Farsi, Hindi, Japanese, and ASL through trusted messenger organizations. Program design emphasizes racial inclusivity, with community-based organizations selected for their capacity to serve disproportionately impacted communities, including people of color and LEP residents. Inclusive principles embedded throughout include building long-term economic resilience, closing racial wealth gaps, and ensuring accessible service delivery through organizations trusted by historically disadvantaged communities.

Workforce Development & Employment Pathways

Falling under Treasury category 2.10, these projects connect displaced and underemployed workers to employment opportunities and career training in high-growth industries while supporting critical childcare infrastructure enabling workforce participation. They advance the Board's goal of addressing pandemic-related unemployment and creating pathways to sustainable economic security

through career-track employment. Inclusive implementation ensures that at least 70% of participants served come from highly impacted populations, including but not limited to communities of color, women, justice-involved individuals, and other high-barrier subpopulations, with culturally and linguistically appropriate outreach delivered through community navigators and community-based organization partners. Programs include historically underrepresented groups through culturally competent outreach strategies, comprehensive supportive services including transportation assistance, stipends, and mentoring, and language access provided through America's Job Centers of California and trusted community partners. Childcare stabilization and business development efforts include outreach to small and minority-owned childcare operators, linguistically isolated providers, and operators serving high-need census tracts, with applications offered in English, Spanish, Chinese, Korean, and Filipino. Implementation data demonstrates outcomes, with childcare grantees representing diverse racial and ethnic composition (32% White, 32% Black, 36% Other races) and significant Hispanic/Latino representation (46%).

Business Recovery & Entrepreneurship Support

Projects in this category align with Treasury categories 2.29, 2.35, and 2.37, providing financial assistance, technical support, legal services, and workplace health resources to small businesses, microenterprises, and entrepreneurs. They support the Board's commitment to preventing pandemic-related business closures while supporting entrepreneurship pathways for historically underrepresented populations. Inclusive implementation utilizes the Equity Explorer tool to focus outreach and marketing on micro and small businesses with least access to existing support systems, applying inclusive scoring criteria during application review while maintaining simplified online processes with intentional outreach to diverse communities. Street vendor support advances inclusivity through multilingual outreach, limited disqualification criteria, inclusion of historically disadvantaged vendor communities, and provision of free code-compliant carts targeted to low-income and underrepresented owners, including minority-owned operations. Restaurant recovery serves disadvantaged and disproportionately impacted owners including minority-, women, veteran, LGBTQ+, disabled, and immigrant business owners through simplified application access, multilingual technical assistance, and targeted outreach via street teams and community-based organization partnerships. Legal services were provided to minority, immigrant, women, and LEP business owners, offering linguistically and culturally competent support in multiple languages including Spanish, Korean, Mandarin, Cantonese, Vietnamese, Tagalog, Farsi, and Armenian. Business recovery campaigns and food entrepreneurship support provide multilingual materials in Armenian, Spanish, Korean, Farsi, Tagalog, Vietnamese, Mandarin, Cantonese, and other languages while prioritizing businesses in Qualified Census Tracts. Culturally and linguistically accessible services include outreach conducted in Spanish and other languages designed to reach historically underrepresented populations. COVID-19 workplace safety support focuses distribution in census tracts experiencing highest pandemic impacts, with outcomes tracked by business ownership type and community need tier ensuring accountability for needs-based service delivery.

Data & Metrics

The overarching goal guiding all Economic & Workforce Development projects is promoting economic recovery and long-term prosperity among households and businesses disproportionately impacted by

pandemic economic disruption through stabilized household economic security, career-track employment opportunities, and business survival support.

The following subsections provide detailed summaries of each Economic & Workforce Development subcategory and their respective projects, accompanied by tables highlighting key progress metrics and preliminary data reported through September 2025. The projects are still reporting comprehensive preliminary data and refining data collection systems.

For clarity, the following column definitions, found within the tables for each subsection, are provided:

- **Key Metrics Tracked**: specific performance indicators and outcomes tracked according to project design.
- **Key Outputs & Outcomes**: key outputs/outcomes reported through September 2025.
- **Populations Served**: primary groups that engage in or benefit from the program. Where possible, numbers of people served are included.
- **Geographic Targeting**: areas served, such as SPAs, census tracts, cities or districts, based on program descriptions and data-driven targeting.

Direct Income & Financial Support

The Direct Income & Financial Support subcategory encompasses four projects designed to provide direct financial assistance and financial capability building to low-income individuals and families experiencing economic hardship (see Table 47). These initiatives provide both immediate economic crisis stabilization and long-term pathways to financial capability and wealth building, recognizing that economic security requires addressing both urgent needs and structural barriers to prosperity.

Table 47: *Direct Income & Financial Support Projects by Key Metrics and Outcomes, Population Served, and Geographic Target.*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Guaranteed Basic Income	Households served; monthly stipends disbursed; income stability (self-reported); emergency coverage ability (self-reported); employment outcomes; mental health outcomes	Regular monthly stipends disbursed to active cohort; 1,198 recipients receiving stipends in current month; 1,200 cumulative stipend recipients recorded	Low-income individuals and families disproportionately impacted by COVID-19 experiencing income volatility and financial stress; priority enrollment for residents of highest-need census tracts	Countywide; geographically targeted to communities experiencing highest rates of poverty and unemployment with priority for residents of highest need and high need census tracts per COVID-19 Vulnerability & Recovery Index
Wraparound Services for Critical Employment Initiatives	Individuals receiving cash assistance; cash assistance distributed; training completions; job placements; average wage at placement; median wage at placement	As of Sept 2025: 512 individuals received cash assistance (avg. $1,400), enabling training completion in HRTPs, Careers for a Cause, and AJCC-affiliated programs; 318 participants completed workforce training; 204 secured unsubsidized employment; wages for placed workers average	Participants in workforce development programs facing employment barriers including transportation, childcare, work clothing, tools, and other necessary resources; disproportionately impacted populations, including but limited to communities of color,	Integrated across multiple workforce programs with geographically targeted outreach in communities where transportation and childcare access constrain employment participation; services delivered countywide through America's Job Centers and community-based organization partners

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
		$22.50/hour, aligned with project targets.	women, and high-barriered subpopulations	
Financial Coaching Partnership	Nonprofit partners recruited; financial coaches certified; households served; technical assistance hours delivered; residents reached through outreach; budgeting skills improvement (%); debt reduction (%)	By Sept 2025: 27 nonprofit partners recruited; 32 financial coaches trained and certified (exceeding target of 30); 166+ hours of technical assistance delivered; approx. 1,050 households served with financial coaching sessions; more than 3,000 residents reached through outreach campaigns; preliminary surveys show increases in household budgeting skills, debt reduction strategies, and financial confidence.	Individuals and families experiencing financial instability including those seeking to build financial capability, reduce debt, improve credit, establish savings, and achieve financial goals; priority for COVID-19 disproportionately impacted communities	Geographically targeted to communities experiencing financial instability; partnerships with community-based organizations providing culturally responsive coaching in multiple languages (Spanish, Tagalog, Mandarin, Korean, Arabic, Armenian, Russian, Thai, Vietnamese, Farsi, Hindi, Japanese, ASL)
Grants to CBOs Focused on Financial Wellbeing and Wealth Building in Low-Income Communities of Color	Community-based organizations funded; residents receiving intake and consultation; residents receiving financial legal products (wills, trusts, powers of attorney); contractor budget invested in high-need census tracts (%)	By Sept 2025: 3 community-based organizations funded; more than 160 residents provided intake and consultation; approx. 60 residents received at least one financial legal product (wills, guardianships, or powers of attorney); outreach campaigns generated approx. 1,000 impressions; grantees have invested 65% of contractor budgets into high-need tracts.	Historically disadvantaged communities, including people of color experiencing wealth inequality and limited access to mainstream financial services; residents seeking legacy and estate planning services including wills, guardianships, powers of attorney supporting intergenerational wealth building	Geographically targeted to communities of color experiencing wealth inequality; services provided in 10+ languages (Spanish, Korean, Mandarin, Tagalog, Arabic) through trusted community-based organizations; outreach required in hardest-hit census tracts

Preliminary Progress on Populations Served & Geographic Targeting

The four Direct Income & Financial Support projects address both immediate economic crisis and long-term pathways to financial stability and wealth building. All projects target low-income individuals and families experiencing economic hardship, income volatility, and financial stress, with specific emphasis on historically disadvantaged communities experiencing wealth inequality and limited access to mainstream financial services, including people of color. Projects have provided unconditional cash assistance to over 1,000 recipients, delivered wraparound services enabling workforce program completion for hundreds of participants, and reached thousands of households through financial coaching in more than a dozen languages. A distinctive feature of this subcategory is the combination of immediate relief with long-term capability building. While guaranteed income and wraparound services address urgent needs, financial coaching and wealth-building grants create pathways to credit improvement, savings, and intergenerational asset transfer through wills, trusts, and estate planning. Geographic targeting prioritizes highest-need and high-need census tracts experiencing the greatest poverty, unemployment, and wealth inequality, with one project demonstrating 65% of contractor budgets invested in high-need areas. Services are delivered through trusted community-based organizations in more than 10 languages, ensuring culturally responsive access for LEP populations. This subcategory reflects an understanding that economic recovery requires addressing both immediate financial crisis and the structural barriers (e.g., limited financial

capability, lack of access to legal services, transportation and childcare constraints) that perpetuate economic instability across generations.

Workforce Development & Employment Pathways

The Workforce Development & Employment Pathways subcategory comprises four projects designed to connect displaced and unemployed workers to employment opportunities, career training, and skill development in high-growth industries (see Table 48). These initiatives combine subsidized employment, on-the-job training, sectoral training partnerships, and childcare infrastructure support, recognizing that employment pathways require multiple interventions addressing both employer workforce needs and worker barriers to participation.

Table 48: *Workforce Development & Employment Pathways Projects by Key Metrics and Outcomes, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Pandemic Recovery Rapid Reemployment	Enrollments; work readiness completions; on-the-job training placements; supportive services provided; program completions; unsubsidized employment at exit; participants with wage gains; employment retention at 30 days; employment retention at 60 days; employment retention at 90 days; employment retention at 120 days; community-based organizations engaged	As of August 2025, significantly exceeded all targets: 1,899 enrollments (target 685), 1,820 completions (target 685), 872 employed at exit (target 480), 827 employed at 30 days (target 548), 824 at 60 days (target 582), 823 at 90 days (target 480), and 821 at 120 days (target 445); 719 participants reported increased wages (target 480); 744 participants received supportive services; 195 community-based organizations engaged (target 40).	Displaced workers experiencing unemployment due to pandemic-related business closures; workers from pandemic-affected industries including hospitality, retail, and personal services; communities of color, workers, women, and other high-barriered subpopulations; at least 70% from priority populations	Geographically targeted to communities experiencing highest unemployment rates per COVID-19 Vulnerability & Recovery Index; services delivered countywide through America's Job Centers and 195 community-based organization partners enabling accessibility in high-need communities
High Road Training Partnerships	Participants enrolled; participants completing training; credentials received; employment placements; retention at 30 days; retention at 60 days; retention at 90 days; retention at 180 days; average wage; median wage; employer partnerships	Combined High Road Training Partnership metrics (incorporating Film & Digital Media after July 2023 merger): ongoing training delivery in healthcare, advanced manufacturing, clean energy, and technology sectors through partnerships between employers, labor unions, and training providers; sectoral training creating career pathways with family-sustaining wages; wraparound supports including transportation, stipends, and career counseling.	Displaced and underemployed workers requiring reskilling for changed labor markets; workers seeking career advancement in high-growth industries including healthcare, advanced manufacturing, clean energy, technology; priority for workers from underrepresented communities and pandemic-affected industries	Countywide service delivery through partnerships with community colleges, workforce boards, and community-based organizations; geographically targeted recruitment in communities experiencing high unemployment and limited access to quality job training
High Road Training Partnerships - Film & Digital Media	Youth introduced to career pathways; youth completing job readiness training; youth internship placements; pre-apprenticeship placements; average wage at placement; employer partners	Prior to closure (through mid-2023), project introduced 200+ youth to career pathways, provided 20+ with job readiness, 15 with paid internships, and 7 with pre-apprenticeships; following July 2023, all metrics and continuation reporting merged	Youth and young adults from underrepresented communities seeking entertainment industry careers; workers from communities with limited access to entertainment industry employment despite	Countywide with targeted recruitment in communities with limited access to entertainment industry employment; partnerships with industry employers, unions, and training

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
		into Combined High Road Training Partnership.	proximity to production activity; priority for communities experiencing barriers to industry access (e.g., youth of color)	providers creating pathways to film, television, and digital media production careers
Childcare Providers Grants and Incubator Program	Grants awarded; grant funds disbursed; staff employed at grantee facilities; children enrolled; facility capacity slots sustained; grantees maintaining business operations (percent); grantees improving family services (percent)	1,134 grants awarded; 22,766 facility capacity slots sustained; 17,213 children enrolled at application; 4,069 staff employed; $36.32 million total disbursed. From external evaluation (sample of 556 grantees): 92% kept business open, 81% improved family services, 33% retained employees, 33% increased children cared for, 13% increased staff, 6% reopened closed businesses.	Childcare providers maintaining operations despite revenue loss during pandemic; new childcare entrepreneurs receiving training, technical assistance, and startup funding through incubator program; families requiring affordable childcare enabling workforce participation; priority for providers serving highest need and high need communities	Countywide with priority for providers serving communities identified as highest need and high need; included outreach to small/minority-owned childcare operators and linguistically isolated providers; grantees demonstrate diverse racial/ethnic composition (32% White, 32% Black, 36% Other races; 46% Hispanic/Latino)

Preliminary Progress on Populations Served & Geographic Targeting

The four Workforce Development & Employment Pathways projects connect displaced workers to employment opportunities while addressing the infrastructure and support systems that enable workforce participation. Priority populations include unemployed and underemployed workers displaced by pandemic closures, individuals facing employment barriers such as transportation and childcare access, workers from underrepresented communities seeking career advancement in high-growth industries, and childcare providers whose services enable other parents' workforce participation. Rapid reemployment programs have placed hundreds of participants in unsubsidized employment at family-sustaining wages averaging over $22 per hour, with strong retention rates. Childcare grants have sustained over 22,000 slots serving more than 17,000 children while employing thousands of staff, recognizing that childcare represents critical infrastructure enabling workforce participation. A notable feature is the achievement of demographic inclusivity: rapid reemployment achieved at least 70% priority population participation including workers of color, women, and high-barriered subpopulations, while childcare grantees demonstrate diverse composition across racial and ethnic groups. Geographic targeting prioritizes communities experiencing highest unemployment rates and limited access to quality job training, with services delivered countywide through America's Job Centers and nearly 200 community-based organization partnerships. The combination of subsidized employment, sectoral training in high-growth industries, comprehensive wraparound services, and childcare infrastructure reflects an understanding that sustainable employment pathways require addressing barriers at multiple levels: individual skills, supportive services, and community infrastructure.

Business Recovery & Entrepreneurship Support

The Business Recovery & Entrepreneurship Support subcategory comprises seven projects designed to stabilize small and microbusinesses, support entrepreneurship pathways, and enable safe business operations during pandemic recovery (see Table 49). These initiatives combine direct financial assistance, technical assistance, legal support, and workplace health resources, recognizing that business viability requires multifaceted intervention addressing both immediate financial hardship and structural barriers to business success.

Table 49: *Business Recovery & Entrepreneurship Support Projects by Key Metrics and Outcomes, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
LA Regional COVID Fund: Small and Microbusiness Grants	Grants provided; trainings delivered; entities receiving technical assistance; businesses by COVID-19 impact tier	Over 1,678 grants provided; 5,478 trainings delivered; over 12,000 entities received technical assistance; inclusive scoring criteria applied when reviewing applications; simplified online application process with outreach for diverse communities.	Small businesses and microenterprises experiencing revenue loss during pandemic, including minority-owned businesses and microenterprises in vulnerable communities; businesses located in and serving communities experiencing highest pandemic economic impacts	Geographically targeted using Equity Explorer tool focusing outreach on businesses with least existing supports; priority for businesses in Highest need and High need census tracts per COVID-19 Vulnerability & Recovery Index; services distributed across all Supervisorial Districts
Street Vending Collaborative for Health, Safety, and Economic Mobility	Vendors engaged through canvassing; technical assistance session attendees; compliant food carts procured; carts distributed	By Sept 2025: 80 food carts procured (via 3 Master Agreements, April 2025); outreach engaged nearly 700 vendors via canvassing (697 through Aug 2025); 599 attendees in technical assistance/webinars; multilingual materials developed and finalized by April 2024; ordinance implementation launched in phases beginning Feb 2024.	Street vendors including immigrant entrepreneurs and low-income individuals; sidewalk vendors seeking formalization and business development; communities accessing affordable food through street vending; entrepreneurs in informal economies	Geographically targeted to areas with high concentrations of street vending activity in communities experiencing high poverty rates and limited formal employment opportunities; multilingual outreach prioritizing historically underrepresented vendor communities
Keep LA Dining	Grants awarded; grant funds distributed; grants by Supervisorial District; grantees by demographic category (race/ethnicity, gender, veteran status, disability status)	By program closeout: 416 grants awarded totaling $8.05 million; distribution by Supervisorial District: D1 (136, $2.64M), D2 (62, $1.17M), D3 (18, $360K), D4 (124, $2.395M), D5 (76, $1.485M); demographics: Latino 1,400; Asian 1,094; Black 825; Women-owned 2,450; LGBTQ+-owned 364; Disabled-owned 226; Veteran-owned 114.	Restaurant and food service businesses experiencing pandemic closures and capacity restrictions, including minority-, women-, veteran-, LGBTQ+-, disabled-, and immigrant-owned businesses; neighborhood restaurants serving as community anchors and major employers	Geographically targeted to business corridors in communities experiencing highest economic impacts; distribution across all five Supervisorial Districts with targeted outreach via street teams and community-based organization partners; simplified application access and multilingual technical assistance
Legal Aid for Small Business Owners	Intake forms completed; businesses served; one-on-one legal consultations; trainings conducted; legal academies held	By Sept 2025: 704 intake forms completed; 15 trainings conducted (Know Your Rights + small business topics); 6 legal academies held; 1,223 small businesses served cumulatively; 39 businesses received 1:1 consultation in June–Aug 2024 under new	Small business owners navigating COVID-19-related legal challenges including lease negotiations, contract disputes, business restructuring, and regulatory compliance; Includes minority-,	Available countywide with geographically targeted outreach in communities with high concentrations of small businesses; linguistically and culturally competent legal support offered in multiple languages

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
		contract; legal aid website and toll-free number established by 2023.	immigrant-, women-, and LEP-owned businesses facing language and resource barriers to legal services	including Spanish, Korean, Mandarin, Cantonese, Vietnamese, Tagalog, Farsi, Armenian
Shop Local Campaigns	Resident pledges; businesses reached; businesses assisted with online platform adoption	As of June 2025: 33,966 resident pledges (119 new in June); met goal to assist businesses with online platform adoption; met goal to connect with 400 businesses; met goal for localized marketing campaign; marketing campaigns foster community connections between businesses and consumers while equipping businesses with digital skills.	Businesses in corridors experiencing business decline and disinvestment; residents encouraged to support local businesses; inclusive of minority-, women-, LGBTQ+-, LEP-, and veteran-owned businesses plus those in Qualified Census Tracts	Geographically targeted to business districts in communities identified as highest need and high need supporting business recovery through increased customer traffic and community awareness; multilingual materials (Armenian, Spanish, Korean, Farsi, Tagalog, Vietnamese, Mandarin, Cantonese)
Healthy Food Kickstarter Program	Grants awarded; grant funds disbursed; residents with new or expanded healthy food access; technical assistance sessions delivered	27 grants awarded to local businesses and nonprofits supporting food distribution projects across multiple food deserts; more than 120,000 residents reached with new or expanded access to fresh, affordable foods; over 60 technical assistance sessions delivered to grantees including support for small, disadvantaged businesses; outreach campaigns conducted in multiple languages leveraging ethnic and hyperlocal media channels.	Food entrepreneurs developing healthy food businesses including community kitchens, food hubs, urban agriculture, and healthy food retail; residents in food desert communities gaining access to affordable healthy food; local entrepreneurs addressing food security; small, disadvantaged businesses	Geographically targeted to communities experiencing limited healthy food access (food deserts); culturally and linguistically accessible services with outreach in Spanish and other languages reaching historically disadvantaged populations
Safer at Work	Businesses reached; businesses receiving personal protective equipment; personal protective equipment units distributed; COVID-19 tests distributed; employees served; distribution events held	By June 2022, exceeded all targets: 38,730 businesses outreached (goal: 10,000), 13,188 businesses received personal protective equipment (goal: 7,500), 15,056,181 personal protective equipment units distributed (goal: 7,000,000), 500,060 COVID tests distributed (goal: 500,060), 240,438 employees served (goal: 145,015); 12 distribution events (goal: 6); project completed.	Small businesses and microenterprises in high-need communities requiring COVID-19 rapid testing and personal protective equipment; workers enabled to test regularly and return to work quickly; businesses maintaining operations while complying with health orders; minority- and women-owned businesses	Distribution focused in census tracts with highest COVID-19 impacts; outcomes tracked by business ownership type and community need tier ensuring needs-based service delivery; linguistically and culturally competent outreach

Preliminary Progress on Populations Served & Geographic Targeting

The seven Business Recovery & Entrepreneurship Support projects stabilize small businesses, support entrepreneurship pathways, and enable safe business operations through multifaceted interventions. Priority populations include small businesses and microenterprises experiencing pandemic revenue loss, including minority, women, LGBTQ+, veteran, disabled, and immigrant entrepreneurs, street vendors seeking formalization and business development, and food entrepreneurs in food desert communities. Projects have provided thousands of grants preventing business closures, delivered technical assistance to over 12,000 entities, served over 1,200 businesses with free legal assistance, and distributed millions of personal protective equipment units

and COVID tests enabling safe workplace operations. Restaurant recovery grants demonstrate strong demographic reach across minority-, women-, LGBTQ+, disabled-, and veteran-owned businesses. Street vending support has engaged nearly 700 vendors through canvassing and provided technical assistance to hundreds of attendees, recognizing street vending as an economic lifeline for immigrant entrepreneurs. Geographic targeting uses the Equity Explorer tool and COVID-19 Vulnerability and Recovery Index to focus resources on businesses in highest-need and high-need census tracts, with multilingual outreach in eight or more languages ensuring accessibility for LEP business owners. This subcategory demonstrates that preventing pandemic-driven business closures requires combining direct financial assistance with technical support, legal services, marketing assistance, and workplace health resources, addressing multiple dimensions of business viability simultaneously.

Preliminary Outcomes and Lessons Learned

Preliminary data from Los Angeles County's 15 ARP-funded Economic & Workforce Development projects demonstrate meaningful progress across the full spectrum of economic recovery, from direct income support and workforce training to small business stabilization and entrepreneurship pathways. Collectively, these projects have provided cash assistance to over 1,000 low-income individuals, placed hundreds of displaced workers in unsubsidized employment at family-sustaining wages, sustained over 22,000 childcare slots serving more than 17,000 children, and prevented closures for thousands of small businesses through grants, technical assistance, and legal support. Financial coaching has reached over 1,000 households while wealth-building services are creating pathways to intergenerational asset transfer. Workforce programs have achieved strong demographic inclusion, with rapid reemployment reaching at least 70% participation from priority populations and childcare grants demonstrating diverse provider composition across racial and ethnic groups. Small business programs successfully reached traditionally disadvantaged entrepreneurs including minority-owned, women-owned, immigrant-led, and LGBTQ+-owned businesses through multilingual outreach and simplified application processes. Across the theme, geographic targeting prioritizes communities experiencing highest poverty, unemployment, and pandemic economic disruption using the COVID-19 Vulnerability and Recovery Index and Equity Explorer tools, while services are delivered in more than 10 languages through extensive community-based organization partnerships.

Early strengths are emerging across implementation. Projects consistently apply evidence-based practices (e.g., guaranteed basic income, sectoral training partnerships, financial coaching, and informal business formalization) while demonstrating adaptive management through rapid launch, eligibility modifications based on implementation learning, and resource reallocation. Small business programs reduced barriers through flexible documentation requirements, multilingual support, and community-based application assistance, successfully reaching microenterprises traditionally excluded from government support. Workforce programs integrated wraparound services recognizing that employment barriers extend beyond skills to include transportation, childcare, and housing. Inclusive principles remain embedded throughout: departments use data-driven targeting to prioritize high-need census tracts, deliver services in more than 10 languages, apply inclusive scoring criteria for grant decisions, and partner with community-based organizations to extend reach into vulnerable communities. Program coordination spans multiple County departments and partnerships with employers, labor unions, community colleges, workforce boards, chambers of commerce, and legal

services providers, demonstrating that comprehensive economic recovery requires cross-sector collaboration.

How Angelenos' lives are improving

Economic pathways are strengthening for workers, families, and businesses across the County. Displaced workers are gaining sustainable careers through rapid reemployment programs placing participants in jobs with family-sustaining wages and strong retention, while additional workers access sectoral training building industry-recognized skills and credentials in high-growth industries. Families are able to participate in the workforce as over 22,000 childcare slots are sustained through provider grants, ensuring affordable care remains available. Low-income individuals are gaining economic stability through guaranteed basic income reducing income volatility and financial stress, while households build long-term capability through financial coaching improving budgeting skills and debt management, and residents' access to estate planning services supporting intergenerational wealth transfer. Small businesses are surviving and recovering as thousands receive grants preventing closures, with restaurants preserving their role as neighborhood anchors across all Supervisorial Districts. Street vendors are gaining pathways to formalization and financial stability through business development support and access to compliant equipment. Business owners navigate pandemic-related legal challenges through free legal assistance, while residents pledge support for local businesses and food desert communities gain expanded access to fresh, affordable food. Workers return safely to employment as hundreds of thousands receive personal protective equipment and COVID testing enabling continued operations.

Lessons emerging from ongoing implementation underscore several critical themes. Comprehensive support addressing multiple barriers simultaneously proves more effective than single interventions; workforce development achieving sustained employment requires wraparound services beyond skills training, while small business recovery requires combining financial support with technical assistance, legal services, and marketing support. Employer partnerships ensure training aligns with industry needs and creates genuine career pathways rather than isolated credentials. Flexible eligibility and simplified processes enable participation by immigrant entrepreneurs and informal economy workers traditionally excluded from government programs. Community-based organization partnerships extend reach to vulnerable populations who may not access services through conventional channels. Financial capability building requires both coaching and access to asset-building opportunities; capability alone is insufficient when structural barriers limit access to credit and capital. The County's ARP investments are actively strengthening economic pathways, preventing business closures, expanding workforce opportunities, and building financial capability for vulnerable Angelenos while generating implementation insights that will inform future economic development strategy.

Justice Reform & Public Safety

Project Goals and Funding

Los Angeles County's Justice Reform & Public Safety theme brings together 14 projects across multiple departments, launched to address critical justice system needs exposed and exacerbated by the COVID-19 pandemic (see Table 50). These projects span the full continuum of justice reform interventions: workforce reentry and employment pathways for justice-involved adults, youth

workforce development and economic opportunity programs, youth technology and arts-based positive development initiatives, and behavioral health crisis response with community capacity building. Rather than relying solely on traditional law enforcement and incarceration approaches, these investments prioritize community-based alternatives, prevention strategies, and supportive services that address root causes of justice system involvement while creating pathways to economic stability, healing, and community connection.

The total funding allocation for Justice Reform & Public Safety projects is $86.69 million, with significant investments in adult workforce reentry programs, youth technology and digital equity initiatives, behavioral health diversion programs, youth workforce development, community capacity building, and employment training. These investments span multiple County departments including Justice Care Opportunity, Economic Opportunity, Internal Services, Fire Department, Mental Health, and Arts and Culture.

To demonstrate how the County's 14 Justice Reform & Public Safety projects span a continuum of interventions, they are presented below, organized into four subcategories based on the primary needs they address. This structure highlights how individual projects collectively work to reduce incarceration, support successful reentry, prevent youth justice system involvement, address behavioral health needs through community-based alternatives, and strengthen organizational infrastructure serving justice-impacted populations. The following sections outline each subcategory in greater detail, illustrating how coordinated investments across these areas create an integrated approach to justice reform and community safety.

Table 50: ***Overall Justice Reform & Public Safety Projects by Subcategory***

Subcategory	Projects by Subgroups
Adult Workforce Reentry & Fair Chance Employment	•Job Programs for Reentry Populations - Fire Camp Expansion •Job Programs for Reentry Populations - Careers For Cause •Job Programs for Reentry Populations - SECTOR •Fair Chance Campaign
Youth Workforce Development & Economic Opportunity	•Youth@Work •Youth Workforce Development Partnership
Youth Technology & Arts Pathways	•LA Community Impact Hubs •Delete the Divide Initiative •Arts for Justice-Involved Youth •Creative Career Pathways for Youth
Behavioral Health Crisis Response & Community Capacity	•System of Care Expansion •Advanced Provider Response Units (APRU) •Alternative Crisis Response •Capacity-Building Grants for Justice Focused CBOs

Adult Workforce Reentry & Fair Chance Employment

The Adult Workforce Reentry & Fair Chance Employment subcategory encompasses four projects designed to create employment pathways and reduce barriers for justice-involved adults seeking to establish economic stability and successful community reintegration (see Table 51). These initiatives recognize that sustainable reentry requires not just job placement but comprehensive training, wraparound support services, and employer engagement to create fair chance hiring opportunities. By combining specialized skills training in high-wage sectors with employer education and supportive

services addressing barriers to employment, these projects create pathways from justice system involvement to stable careers while reducing recidivism through economic opportunity.

Table 51: ***Adult Workforce Reentry & Fair Chance Employment Projects by Administering Department and Allocation Amount***

Project	Administering Department	Allocation
Job Programs for Reentry Populations - Fire Camp Expansion	Justice Care Opportunity Department	$14.5 million
Job Programs for Reentry Populations - Careers For Cause	Department of Economic Opportunity	$5.2 million
Job Programs for Reentry Populations - SECTOR	Justice Care Opportunity Department	$2 million
Fair Chance Campaign	Department of Economic Opportunity	$2 million

- **Job Programs for Reentry Populations - Fire Camp Expansion:** Expands residential fire camp training programs preparing transition-aged youth (18-30) with justice involvement and/or foster care experience for careers in fire services through comprehensive training including wildfire suppression, emergency medical services, certifications, housing support, and career counseling. Services are delivered through residential training facilities with countywide recruitment prioritizing individuals from communities experiencing high rates of justice system involvement, providing pathways to stable, well-compensated careers in fire services and related emergency response fields.
- **Job Programs for Reentry Populations - Careers For Cause:** Connects justice-involved individuals and people experiencing homelessness to transitional employment, skills training, and permanent job placement through partnerships with employers committed to fair chance hiring. Services are delivered countywide with geographically targeted recruitment in communities experiencing high rates of justice involvement and homelessness, providing wraparound support services addressing barriers to sustained employment including housing assistance, transportation, legal services, and mental health support.
- **Job Programs for Reentry Populations – SECTOR:** Provides pre-apprenticeship training in construction trades for justice-involved individuals, creating pathways to union apprenticeships and careers in high-wage construction occupations. Services combine technical skills training with supportive services addressing barriers to employment including mental health support, conflict resolution, and life skills development, operating countywide with recruitment from communities experiencing high justice system involvement.
- **Fair Chance Campaign:** Reduces employment barriers for justice-involved individuals through employer education, fair chance hiring commitments, and support services facilitating successful employment placements. Services operate countywide engaging employers across industries to evaluate candidates based on qualifications rather than criminal history, providing technical assistance to employers implementing fair chance policies, connecting justice-involved job seekers to fair chance employers, and supporting successful placements through follow-up services addressing barriers to job retention.

Youth Workforce Development & Economic Opportunity

The Youth Workforce Development & Economic Opportunity subcategory encompasses two projects designed to provide employment pathways and economic stability for opportunity youth facing multiple barriers to workforce participation (see Table 52). These initiatives serve young people ages 16-25 including current and former foster youth, system-involved youth, youth experiencing or at risk of homelessness, disconnected youth, and parenting youth who face compounding challenges accessing meaningful employment. By combining subsidized work experience with life skills training, educational support, and organizational capacity building for nonprofits serving vulnerable youth, these projects prevent deeper justice system involvement while creating pathways to economic self-sufficiency.

Table 52: *Youth Workforce Development & Economic Opportunity Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Youth@Work	Department of Economic Opportunity	$9.66 million
Youth Workforce Development Partnership	Department of Economic Opportunity	$2.51 million

- **Youth@Work:** Provides subsidized employment opportunities for opportunity youth ages 17-24 including current and former foster youth, individuals experiencing or at risk of homelessness, system-involved youth, disconnected youth, and parenting youth. Services are geographically targeted to communities most impacted by the pandemic, combining paid work experience with life skills training, educational support, mentoring, and career pathway development preparing youth for economic self-sufficiency while preventing justice system involvement through positive youth development and economic opportunity.
- **Youth Workforce Development Partnership:** Provides capacity-building grants to nonprofit organizations serving youth and young adults ages 16-25 in workforce training, job placement, and career development, with emphasis on organizations serving vulnerable populations including foster youth, opportunity youth, and system-involved youth. Services support organizations countywide with priority for very small and small nonprofits serving youth facing greatest barriers to employment, preserving organizational capacity and ensuring youth continued access to workforce development services during pandemic disruptions.

Youth Technology & Arts Pathways

The Youth Technology & Arts Pathways subcategory encompasses four projects designed to prevent justice system involvement through positive youth development, digital equity, and arts-based interventions (see Table 53). These initiatives recognize that providing youth with technology access, digital skills training, creative expression opportunities, and career pathways in technology and creative industries creates alternatives to justice system involvement while addressing underlying barriers including digital exclusion, limited career exposure, and lack of positive developmental opportunities. By combining technology infrastructure with skills training, arts programming, and

mentorship, these projects create pathways to economic opportunity while supporting healing, self-expression, and community connection for youth impacted by or at risk of justice system involvement.

Table 53: *Youth Technology & Arts Pathways Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
Delete the Divide Initiative	Internal Services Department	$12.05 million
Creative Career Pathways for Youth	Arts and Culture Department	$3.2 million
Arts for Justice-Involved Youth	Arts and Culture Department	$2.87 million
LA Community Impact Hubs	Internal Services Department	$2 million

- **Delete the Divide Initiative:** Provides digital equity programming including IT internships and apprenticeships for youth ages 14-24, digital literacy training for residents, technology support for small businesses in high-need communities, and support for disadvantaged communities (e.g., communities of color and limited English proficient (LEP) entrepreneurs). Services are geographically targeted to digital desert communities with priority for system-involved youth, youth in foster care, and youth from communities experiencing high justice system contact, creating pathways to technology careers while addressing digital divide gaps limiting economic opportunity and educational access.

- **Arts for Justice-Involved Youth:** Provides grants to nonprofit organizations delivering arts programming for justice-involved and justice-impacted youth, supporting organizational recovery from pandemic closures while expanding arts-based positive youth development programming. Services are geographically targeted to organizations serving communities disproportionately impacted by justice system involvement, supporting arts as vehicle for healing, self-expression, skill development, and community connection reducing recidivism risk and preventing deeper justice system involvement through meaningful engagement and positive relationships.

- **Creative Career Pathways for Youth:** Funds nonprofit organizations providing arts-based career pathway programs for youth underrepresented in creative economy including justice-involved youth, low-income youth, and youth of color. Services are geographically targeted with priority for organizations in or serving communities identified as highest need, providing career exploration, skills training, mentorship, and work experience in creative industries creating employment pathways while supporting positive development and community cultural vitality.

- **LA Community Impact Hubs:** Expands network of Teen Tech Centers in historically disadvantaged communities providing technology access, wraparound supports, and pathways into creative industries for youth ages 12-20, with emphasis on students of color, system-involved youth, and youth in foster care or experiencing homelessness. Services are geographically targeted to communities experiencing limited technology access and high rates of youth disconnection, providing after-school and summer programming combining technology skills, creative arts, college and career exploration, mentoring, and supportive services preventing justice system involvement through positive youth development and community connection.

Behavioral Health Crisis Response & Community Capacity

The Behavioral Health Crisis Response & Community Capacity subcategory encompasses four projects designed to provide mental health and substance use services as alternatives to incarceration and law enforcement response while strengthening the community-based organizations that deliver sustained treatment and support (see Table 54). These initiatives recognize that many individuals involved in the justice system have underlying behavioral health needs requiring clinical intervention rather than criminal justice responses. By combining direct crisis response services with organizational capacity building, these projects create a comprehensive behavioral health ecosystem that diverts individuals from custody, reduces emergency department utilization and law enforcement contact, connects people to appropriate community-based treatment, and ensures sustainable infrastructure to support ongoing recovery.

Table 54: *Behavioral Health Crisis Response & Community Capacity Projects by Administering Department and Allocation Amount*

Project	Administering Department	Allocation
System of Care Expansion	Justice Care Opportunity Department	$10.5 million
Capacity-Building Grants for Justice Focused CBOs	Justice Care Opportunity Department	$10.5 million
Advanced Provider Response Units (APRU)	Fire Department	$8.1 million
Alternative Crisis Response	Department of Mental Health	$1.6 million

- **System of Care Expansion:** Expands community-based mental health and substance use treatment services as alternatives to incarceration for pretrial justice-involved individuals with mild-to-moderate behavioral health needs. Services are delivered countywide with geographically targeted outreach to communities experiencing high rates of justice involvement, providing crisis stabilization, outpatient treatment, case management, peer support, housing assistance, and linkages to ongoing services supporting recovery while diverting individuals from custody into community-based treatment more appropriate to their needs.
- **Capacity-Building Grants for Justice Focused CBOs:** Provides operational funding, technical assistance, and capacity-building support to community-based organizations serving justice-involved individuals, system-impacted families, people experiencing homelessness with justice involvement, and residents with behavioral health needs. Services support organizations countywide, including grassroots organizations led by and serving communities of color disproportionately impacted by mass incarceration, strengthening organizational infrastructure, expanding service delivery capacity, improving program effectiveness, and ensuring sustained services beyond emergency funding period.
- **Advanced Provider Response Units (APRU):** Deploys specialized emergency response units combining fire department paramedics with mental health clinicians and social workers providing integrated crisis intervention, medical assessment, and service linkages for individuals experiencing behavioral health emergencies and low-acuity medical calls. The countywide program operates with geographically targeted deployment based on call volume and need density, providing clinical response alternatives to traditional emergency services reducing

unnecessary emergency department utilization and law enforcement contact while connecting individuals to appropriate community-based services.

- **Alternative Crisis Response:** Expands mobile crisis teams and 24/7 mental health crisis hotline providing clinical intervention for individuals experiencing behavioral health crises as alternative to law enforcement response. Services operate countywide with mobile teams deployed to crisis situations providing on-scene assessment, de-escalation, crisis counseling, safety planning, and linkages to ongoing treatment, reducing involuntary psychiatric holds, emergency department utilization, and law enforcement contact while improving connections to voluntary community-based treatment supporting sustained recovery.

Impact Statements and Project Designs

Los Angeles County's Justice Reform & Public Safety theme consists of 14 projects that aim to reduce incarceration, support successful reentry, prevent youth justice system involvement, address behavioral health needs through community-based alternatives, and strengthen organizational infrastructure serving justice-impacted populations. The impact statements across the theme align with an intentional and comprehensive strategy: workforce reentry and fair chance employment programs that create pathways to stable careers for justice-involved adults; youth workforce development initiatives that prevent deeper system involvement through economic opportunity; youth technology and arts programs that provide positive developmental alternatives through digital equity and creative expression; and behavioral health crisis response services combined with community capacity building that divert individuals from custody while ensuring sustained treatment infrastructure.

These project efforts address root causes of justice system involvement while building long-term community-based infrastructure serving populations most impacted by mass incarceration and system disparities. Proposals were required and proposed serving vulnerable populations, including justice-involved adults seeking reentry, opportunity youth facing multiple barriers to employment, system-involved and foster youth, individuals with behavioral health needs, and communities of color disproportionately impacted by incarceration. These priorities build on proven County programs and demonstrate innovation, whether through sectoral training partnerships, fair chance hiring campaigns, digital equity infrastructure, or integrated crisis response teams combining clinical and emergency services.

Design objectives span the justice reform continuum: workforce reentry projects set specific employment placement and retention targets, often combining skills training with wraparound support services addressing housing, transportation, and mental health needs. Some projects focus on immediate crisis diversion and stabilization while others invest in lasting workforce development infrastructure. Youth workforce and economic opportunity projects establish goals for subsidized work experience, educational support, and career pathway development preparing young people for economic self-sufficiency. Youth technology and arts projects focus on accessible programming reaching vulnerable youth through community-based settings and trusted organizations. Behavioral health crisis response projects employ evidence-based diversion strategies including mobile crisis teams, integrated clinical response, and community-based treatment alternatives. Community capacity building projects strengthen organizational infrastructure ensuring sustained services beyond

emergency funding periods. Collectively, these investments lay the groundwork for long-term reductions in incarceration, increased economic stability for justice-impacted populations, and greater community safety through prevention and alternatives to traditional criminal justice approaches across Los Angeles County.

An overview of the impact statement's common themes and specific outcomes are provided below for the 14 Justice Reform & Public Safety projects within their four subcategories: Adult Workforce Reentry & Fair Chance Employment; Youth Workforce Development & Economic Opportunity; Youth Technology & Arts Pathways; and Behavioral Health Crisis Response & Community Capacity.

Adult Workforce Reentry & Fair Chance Employment

These projects focus on creating employment pathways and reducing barriers for justice-involved adults seeking economic stability and successful community reintegration through comprehensive training, employer engagement, and wraparound support services. Job Programs for Reentry Populations - Fire Camp Expansion prepares over 120 transition-aged youth and veterans for careers in fire services by 2026, providing housing, certifications, career counseling, and supportive services enabling long-term employment, housing stability, reduced recidivism, and improved health outcomes. Job Programs for Reentry Populations - Careers For Cause reduces disparities by targeting system-impacted and homeless populations, providing training, wraparound supports, and placement into stable employment while fostering outcomes that address gaps for communities where Black and Latino individuals are overrepresented in homelessness and justice systems, creating a skilled and empathetic workforce meeting urgent community needs. Job Programs for Reentry Populations - SECTOR expands economic opportunities for justice-involved individuals while reducing barriers to employment, improving mental health, and reducing recidivism through comprehensive community-based support. Fair Chance Campaign reduces recidivism, decreases homelessness, strengthens the local economy, lowers public costs associated with incarceration, and reduces stigma by creating a more inclusive workforce. Collectively, these programs create pathways from justice system involvement to stable careers in high-wage sectors while addressing systemic employment barriers through employer education and comprehensive reentry support.

Youth Workforce Development & Economic Opportunity

Youth workforce development and economic opportunity projects provide employment pathways and economic stability for opportunity youth facing multiple barriers to workforce participation through subsidized work experience and organizational capacity building. Youth@Work ensures opportunity youth between ages 17-24 in Los Angeles County are work-ready, economically self-sufficient, and financially resilient through paid employment combined with life skills training, educational support, and mentoring preventing deeper justice system involvement. Youth Workforce Development Partnership increases organizational stability for nonprofits serving youth workforce programs, preserving staff positions and ensuring young people continued access to job readiness, training, and placement opportunities despite pandemic disruptions. Together, these projects prevent justice system involvement through economic opportunity while strengthening the nonprofit infrastructure delivering workforce services to vulnerable youth including foster youth, system-involved youth, and disconnected young people.

Youth Technology & Arts Pathways

Youth technology and arts pathways projects prevent justice system involvement through positive youth development, digital equity, and arts-based interventions providing technology access, digital skills training, creative expression opportunities, and career pathways in technology and creative industries. LA Community Impact Hubs expands a network of Teen Tech Centers in historically disadvantaged communities, providing technology access, wraparound supports, and pathways into creative industries reducing the digital divide and increasing inclusive educational and career opportunities. Delete the Divide Initiative bridges the digital divide and provides digital equity opportunities for residents and small businesses in Los Angeles County, improving workforce readiness, helping businesses adapt, and promoting long-term economic resilience through IT internships, apprenticeships, and digital literacy programming. Arts for Justice-Involved Youth provides relief and recovery funds to nonprofit organizations delivering arts services to those impacted by COVID-19, enabling organizations to hire or retain staff, contractors, and artists while supporting organizations with existing career pathway and training programs connecting youth to careers in arts and creative economy, ensuring recovery for the arts communities. Creative Career Pathways for Youth distributes grant funds to eligible organizations with minimum 75% awarded to organizations located in or serving highest need and high need census tracts, ensuring arts-based career pathway programs reach justice-involved youth, low-income youth, and youth of color. Collectively, these projects recognize that providing youth with technology infrastructure, digital skills, creative expression, and arts-based career pathways creates alternatives to justice system involvement while addressing underlying barriers including digital exclusion and limited developmental opportunities.

Behavioral Health Crisis Response & Community Capacity

Behavioral health crisis response and community capacity projects provide mental health and substance use services as alternatives to incarceration and law enforcement response while strengthening community-based organizations delivering sustained treatment and support. System of Care Expansion provides safe alternatives to custody, improves physical and behavioral health outcomes, reduces recidivism, and strengthens community resources for justice-involved individuals through community-based mental health and substance use treatment services. Advanced Provider Response Units (APRU) establishes a new paradigm for emergency medical services by deploying integrated teams combining paramedics with mental health clinicians and social workers, serving communities at greatest need with crisis intervention alternatives reducing unnecessary emergency department utilization and law enforcement contact. Alternative Crisis Response provides 24/7 mental health hotline support coupled with mobile crisis response teams, ensuring needs-based access to services for residents in crisis, preventing unnecessary involvement with law enforcement, and supporting community-based care. Capacity-Building Grants for Justice Focused CBOs expands organizational capacity to serve justice-involved individuals and communities disproportionately harmed by the pandemic, reducing recidivism risk and strengthening community safety through operational funding and technical assistance for grassroots organizations led by and serving disadvantaged communities, including youth of color. Together, these projects create a comprehensive behavioral health ecosystem combining immediate crisis intervention with sustained organizational infrastructure, recognizing that effective diversion from incarceration requires both

clinical response capacity and strong community-based organizations providing ongoing treatment and wraparound services supporting recovery.

Alignment: Treasury, Board Priorities, & County Principles

The 14 Justice Reform & Public Safety projects were selected to address critical justice system needs exposed and exacerbated by the COVID-19 pandemic while building sustainable community-based infrastructure supporting reentry, prevention, and alternatives to incarceration (see Table 55). Collectively, they advance three complementary goals: (1) create employment pathways and reduce barriers for justice-involved adults and opportunity youth; (2) prevent youth justice system involvement through technology access, arts programming, and positive development opportunities; and (3) provide behavioral health crisis response as alternatives to incarceration while strengthening community organizational capacity. Each project is aligned with Treasury expenditure categories and reflects the Board's motion to embed inclusivity.

Table 55: ***Justice Reform & Public Safety Project Alignment with Treasury, Board Priorities, & County Principles***

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
Adult Workforce Reentry & Fair Chance Employment			
•Job Programs for Reentry Populations - Fire Camp Expansion •Job Programs for Reentry Populations - Careers For Cause •Job Programs for Reentry Populations – SECTOR •Fair Chance Campaign	2.10 - Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)	Creates employment pathways and reduces barriers for justice-involved adults through comprehensive training, employer engagement, and wraparound support services supporting successful reentry and economic stability.	Serves historically disadvantaged populations including justice-involved individuals, foster youth, and veterans. Services include culturally and linguistically accessible programming, stipends, transportation, technology, childcare, and wraparound supports. Targeted outreach from communities most impacted by homelessness and incarceration. Staff and mentors with lived experience provide culturally competent support. Multilingual outreaches include Black/African American and Latino communities, immigrant populations, and low-income households to address overrepresentation in justice systems.
Youth Workforce Development & Economic Opportunity			
•Youth @ Work •Youth Workforce Development Partnership	2.10 - Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)	Provides employment pathways and economic stability for opportunity youth facing multiple barriers through subsidized work experience and organizational capacity building preventing justice system involvement.	Program dedicates 100% of slots to priority youth populations including foster youth, system-involved youth, disconnected youth, and parenting youth. Culturally and linguistically accessible services with wraparound supports (transportation, childcare, technology, stipends) ensuring completion. Included youth nonprofits in disinvested communities with multilingual technical assistance. Outcomes disaggregated by race, gender, geography, and nonprofit size ensuring accountability for reaching vulnerable populations.

Projects	Treasury Expenditure Categories	Board Priorities	County Principles in Implementation
Youth Technology & Arts Pathways			
•LA Community Impact Hubs •Delete the Divide Initiative •Arts for Justice-Involved Youth •Creative Career Pathways for Youth	2.25 - Addressing Educational Disparities: Academic, Social, and Emotional Services 2.10 - Assistance to Unemployed or Underemployed Workers 2.34 - Assistance to Impacted Nonprofit Organizations	Prevents justice system involvement through positive youth development, digital equity, and arts-based interventions providing technology access, digital skills training, creative expression, and career pathways in technology and creative industries.	Priority census tracts selected using COVID-19 Need Index and Equity Explorer identifying majority Latino and Black communities with high low-income households and limited broadband. Centers embedded in trusted CBOs with multilingual outreach and culturally responsive services. Services provided to youth of color, small businesses in disadvantaged communities, and LEP households. Outreach in Spanish, Korean, Mandarin, Tagalog, Armenian, Arabic, and other languages. Funding eligibility includes small/mid-size nonprofits, culturally rooted organizations, and those serving communities of color. Organizations in high-need census tracts receive priority.
Behavioral Health Crisis Response & Community Capacity			
•System of Care Expansion •Advanced Provider Response Units (APRU) •Alternative Crisis Response •Capacity-Building Grants for Justice Focused CBOs	1.12 - Mental Health Services 1.7 - Other COVID-19 Public Health Expenses 2.34 - Assistance to Impacted Nonprofit Organizations	Provides mental health and substance use services as alternatives to incarceration while strengthening community-based organizations delivering sustained treatment and support.	Services historically disadvantaged and disproportionately impacted populations including Black and Latino residents. Employs system-impacted community health workers providing culturally competent and trauma-informed care. Targets communities with high 911 utilization and limited access to primary care with culturally and linguistically responsive services including real-time interpretation. Expands crisis service access for residents with limited mental health system familiarity reducing law enforcement involvement. Grant eligibility includes small/mid-size CBOs (≤$1.5M budget) led by or rooted in communities of color disproportionately impacted by COVID-19 and incarceration.

As articulated in the columns above:

- **Treasury Expenditure Categories** map projects to an allowable ARPA expenditure category. This ensures compliance with federal spending guidance.
- **Board Priorities** connect the projects with the Board's intent to direct County's ARP investments to address root causes of justice system involvement, create employment pathways for justice-impacted populations, prevent youth system involvement through positive development, provide behavioral health alternatives to incarceration, and embed equity across all recovery activities.

- **County Principles** demonstrates how inclusivity is operationalized through expansive outreach to high vulnerability census tracts using the COVID-19 Vulnerability and Recovery Index, multilingual communication and culturally responsive service design, inclusion of communities of color and other historically disadvantaged and underrepresented populations, hiring of staff with lived experience from impacted communities, wraparound support services addressing barriers to participation, and trauma-informed and harm reduction service models. Each project in this category includes concrete strategies to reduce disparities and ensure that Angelenos most affected by COVID-19 and justice system involvement receive the greatest benefit.

Each of the projects included demonstrate how their work specifically supports inclusivity through the ways in which projects prioritize Angelenos in highest need. A synthesis by subcategory is provided below.

Adult Workforce Reentry & Fair Chance Employment

Projects in this subcategory align with Treasury category 2.10, providing job training, subsidized employment, and employment supports for unemployed and underemployed workers including justice-involved adults seeking successful reentry. In accordance with the Board of Supervisors' directive, these initiatives create pathways to stable careers while addressing systemic employment barriers through comprehensive training, employer engagement, and wraparound services. Inclusive implementation is reflected through intentional prioritization of justice-involved individuals, foster youth, and veterans from communities experiencing high rates of justice system involvement. Services are designed with cultural and linguistic accessibility ensuring participation from diverse communities including immigrant populations and people experiencing homelessness. Programs provide stipends, transportation assistance, laptops and hotspots, childcare support, and comprehensive wraparound services addressing barriers to program completion and sustained employment. Targeted outreach ensures that many participants come from communities most impacted by homelessness and incarceration, with specific focus on addressing the overrepresentation of Black and Latino individuals in justice and homelessness systems. Staff and mentors are intentionally hired with lived experience of justice involvement, providing culturally competent and relatable support that builds trust with participants. Programs include multilingual outreach and wraparound referrals connecting participants to housing assistance, expungement services, mental health support, and other resources essential for successful reentry and long-term economic stability.

Youth Workforce Development & Economic Opportunity

Aligned with Treasury category 2.10, these projects provide assistance to unemployed and underemployed youth through subsidized employment, job training, and organizational capacity building for nonprofits serving vulnerable youth populations. They fulfill the Board's commitment to preventing justice system involvement through economic opportunity and workforce development for opportunity youth facing multiple barriers to employment. Inclusive implementation is intentional and comprehensive, with program design dedicating 100% of service slots to priority youth populations including current and former foster youth, system-involved youth, youth experiencing or at risk of homelessness, disconnected youth, and parenting youth. Services are delivered with cultural and linguistic accessibility, incorporating wraparound supports including transportation assistance,

childcare support, technology access, and stipends that enable youth to participate and complete programming successfully. Programs prioritize youth workforce development nonprofits located in disinvested communities, providing multilingual technical assistance and streamlined access to capacity-building resources that preserve organizational infrastructure serving vulnerable youth. Outcomes are systematically disaggregated by race, gender, geography, and nonprofit organization size, ensuring accountability for reaching and effectively serving diverse youth populations while identifying disparities requiring additional intervention.

Youth Technology & Arts Pathways

Projects in this category align with Treasury categories 2.25, 2.10, and 2.34, addressing educational disparities through technology access and academic support, providing workforce assistance through IT training and apprenticeships, and supporting impacted nonprofit organizations delivering arts programming and career pathways. They advance the Board's goal of preventing justice system involvement through positive youth development, digital equity, and creative expression opportunities. Inclusive implementation is built into site selection and service design, with priority census tracts identified using the COVID-19 Need Index and Equity Explorer Tool to reach communities that are majority Latino (72.7%) and Black/African American (10.4%) with high rates of low-income households and limited broadband access. Teen Tech Centers are strategically embedded in trusted community-based organizations with deep roots in target communities, ensuring culturally responsive programming and multilingual outreach. Digital equity services include youth of color, small businesses in disadvantaged communities, and LEP households, with outreach conducted in Spanish, Korean, Mandarin, Tagalog, Armenian, Arabic, and other languages ensuring accessibility for linguistically diverse populations. Arts funding serves small and mid-size nonprofit organizations, culturally rooted organizations, and those serving communities of color and other highly impacted and disproportionately affected communities. Geographic targeting ensures that organizations located in or providing services within high-need census tracts receive priority funding, guaranteeing that arts-based career pathway programs reach justice-involved youth, low-income youth, and youth from communities underrepresented in creative economy careers.

Behavioral Health Crisis Response & Community Capacity

Aligned with Treasury categories 1.12, 1.7, and 2.34, these projects provide mental health services, public health expenses supporting crisis response, and assistance to impacted nonprofit organizations serving justice-involved populations. They support the Board's commitment to providing behavioral health alternatives to incarceration while strengthening community infrastructure delivering sustained treatment and support. Inclusive implementation serves historically disadvantaged populations including Black and Latino residents disproportionately represented in justice system and experiencing barriers to behavioral health treatment. Programs intentionally employ system-impacted community health workers with lived experience of justice involvement who provide culturally competent and trauma-informed care building trust with participants navigating behavioral health challenges. Crisis response services target communities with high 911 utilization rates and limited access to primary care, deploying culturally and linguistically responsive services including real-time interpretation in multiple languages ensuring needs-based access to urgent and behavioral health care regardless of language spoken. Mobile crisis teams and 988 hotline services expand access for residents with limited familiarity with mental health systems, reducing unnecessary law enforcement

involvement while ensuring community-based care delivered with cultural competence and trauma-informed approaches. Organizational capacity-building grants serve small and mid-size community-based organizations with operating budgets of $1.5 million or less, including organizations led by or deeply rooted in communities of color disproportionately impacted by both COVID-19 pandemic and mass incarceration, ensuring that grassroots organizations serving most-affected communities receive resources to strengthen infrastructure and sustain services beyond emergency funding periods.

Data & Metrics

The overarching goal guiding all Justice Reform & Public Safety projects is reducing incarceration, supporting successful reentry, preventing youth justice system involvement, addressing behavioral health needs through community-based alternatives, and strengthening organizational infrastructure serving justice-impacted populations.

The following subsections provide detailed summaries of each Justice Reform & Public Safety subcategory and their respective projects, accompanied by tables highlighting key progress metrics and preliminary data reported through September 2025. The projects are still reporting comprehensive preliminary data and refining data collection systems.

For clarity, the following column definitions, found within the tables for each subsection, are provided:

- **Key Metrics Tracked:** specific performance indicators and outcomes tracked according to project design.
- **Key Outputs & Outcomes:** key outputs/outcomes reported through September 2025.
- **Populations Served:** primary groups that engage in or benefit from the program. Where possible, numbers of people served are included.
- **Geographic Targeting:** areas served, such as SPAs, census tracts, cities or districts, based on program descriptions and data-driven targeting.

Adult Workforce Reentry & Fair Chance Employment

The Adult Workforce Reentry & Fair Chance Employment subcategory encompasses four projects designed to create employment pathways and reduce barriers for justice-involved adults seeking economic stability and successful community reintegration (see Table 56). These initiatives combine specialized skills training in high-wage sectors with employer education and wraparound support services addressing barriers to employment. Projects range from residential fire services training to construction trades apprenticeship, transitional employment programs, and employer engagement campaigns creating fair chance hiring opportunities.

Table 56 ***Adult Workforce Reentry & Fair Chance Employment Projects by Key Metrics and Outcomes, Population Served, and Geographic Target***

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Job Programs for Reentry	Participants enrolled; participants completing training; jobs secured within	Contracts with service providers executed in late 2023. Recruitment partnerships	Transition-aged youth (18–30) with prior justice and/or	Countywide, with residential programming

Populations - Fire Camp Expansion	one year; participants securing housing; housing units available	established with Probation, DCFS, Parole, and CBOs. Camp Gonzales renovations initiated; 60 units of interim housing planned. First cohorts screened in 2024; program scaling toward 120 participants enrolled by 2026.	foster care involvement; veterans	at Camp Gonzales (Supervisorial District 3)
Job Programs for Reentry Populations - Careers For Cause	Participants trained; program completions; placement rate (%); participants from populations of need (%); employer partners engaged; retention at 6 months; retention at 12 months	As of Sept 2025: trained over 380 participants across multiple cohorts, with 220 completions since ARP expansion. Approx. 58% placed in homeless/social services roles (Community Health Worker, Peer Support Specialist, Housing Navigator). Employer engagement grown through job fairs and roundtables. Retention supports in place.	People experiencing or with histories of homelessness and justice-system involvement; veterans; communities disproportionately impacted by COVID-19, including people of color	Countywide expansion, targeting highest/high/moderate need areas per the Equity Explorer, across all five Supervisorial Districts
Job Programs for Reentry Populations - SECTOR	Participants enrolled; participants in Cognitive Behavioral Intervention training; participants in skills training; participants in paid work experience; participants entering unsubsidized employment; participants receiving mental health services; participants avoiding justice system contact	172 participants enrolled, exceeding goal of 120. 14 participants experienced increased employment rates and earnings. 172 participants receiving mental health and wellness support. 172 participants avoided contact with justice system after enrollment.	Justice-impacted individuals and people at risk of violence	Compton/Willowbrook area, identified through the COVID-19 Vulnerability and Recovery Index; additional non-geographically concentrated populations referred through Office of Violence Prevention or Gang Reduction and Youth Development
Fair Chance Campaign	Justice-involved individuals engaged; employers engaged; employers receiving technical assistance; train-the-trainer sessions completed; justice-involved individuals placed in employment; Fair Chance employers registered	By Sept 2025: engaged over 900 JIIs through outreach events and CBO partnerships; 680 employers engaged through technical assistance and convenings; 2 train-the-trainer sessions completed. 45 JIIs placed into transitional or permanent employment. Employer technical assistance scaling in 2025.	Justice-involved individuals, including communities of color disproportionately impacted by COVID-19 and high-need census tracts	Countywide, with targeted outreach in East Los Angeles, Florence-Graham, and Lake Los Angeles, identified as high- and highest-need areas

Preliminary Progress on Populations Served & Geographic Targeting

The four Adult Workforce Reentry & Fair Chance Employment projects create pathways to economic stability for justice-involved adults through specialized training, employer engagement, and comprehensive wraparound services. All projects serve populations facing significant barriers to employment: justice-involved individuals seeking successful reentry, people experiencing homelessness, transition-aged youth with foster care or justice system histories, and veterans. Programs have trained hundreds of participants across multiple cohorts, with placements in high-wage sectors including fire services, homeless services, and construction trades. A distinctive feature of this subcategory is the combination of skills training with barrier-reduction services, with participants not only receiving job preparation but also housing assistance, transportation, mental health support, and expungement services essential for sustained employment. The Fair Chance Campaign complements direct workforce services by engaging hundreds of employers to create hiring opportunities and reduce stigma. Geographic targeting prioritizes communities experiencing high rates of justice system involvement and homelessness, with recruitment concentrated in highest-

need and high-need census tracts. Programs intentionally hire staff and mentors with lived experience of justice involvement, ensuring culturally competent support that builds trust with participants. Early outcomes demonstrate promise: one program reports all participants avoiding justice system contact after enrollment, while another achieved 58% placement in homeless and social services roles; sectors that benefit from workers with lived experience while providing family-sustaining wages and career advancement opportunities.

Youth Workforce Development & Economic Opportunity

The Youth Workforce Development & Economic Opportunity subcategory encompasses two projects designed to provide employment pathways and economic stability for opportunity youth facing multiple barriers to workforce participation (see Table 57). These initiatives serve young people ages 16-25 including foster youth, system-involved youth, disconnected youth, and parenting youth through subsidized work experience and organizational capacity building for nonprofits serving vulnerable youth populations.

Table 57: *Youth Workforce Development & Economic Opportunity Projects by Key Metrics and Outcomes, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
Youth @ Work	Participants enrolled; participants completing 400 hours; participants entering unsubsidized employment; participants by priority population (foster youth, homeless youth, lesbian, gay, bisexual, transgender, queer, and other identities youth, justice-impacted youth); employment retention at 6 months; employment retention at 12 months; participants entering education or advanced training	As of Sept 2025: 612 youth enrolled, with 402 completions (400 hours of paid work experience, enrichment, and mentorship). 210 participants entered unsubsidized employment; 178 pursued education or advanced training. Participant wages and stipends reduced economic hardship for foster, unhoused, justice-involved, and LGBTQ+ youth. Employer partners represent healthcare, infrastructure, IT, logistics, and hospitality sectors.	Youth ages 17–24 residing in areas most impacted by the COVID-19 pandemic: current or former foster youth, individuals experiencing homelessness; disadvantaged youth, including but not limited to LGBTQ+ and justice-impacted youth	Countywide delivery through America's Job Centers of California, with slot allocations based on the COVID-19 Vulnerability and Recovery Index to prioritize most impacted communities
Youth Workforce Development Partnership	Nonprofits awarded grants; grant funds distributed; grants by Supervisorial District; nonprofits sustaining workforce programming	By program closeout: 99 nonprofits awarded grants totaling $2,012,640. Distribution by Supervisorial District: D1 (18 grants; $365,000), D2 (22; $455,000), D3 (19; $382,500), D4 (20; $405,000), D5 (20; $410,000). These grants enabled nonprofits to sustain staff and maintain workforce programming for thousands of youth.	Nonprofit organizations serving youth and young adults (ages 16–25) in workforce training, job placement, and career development, including very small nonprofits (under $1 million revenue) and small nonprofits ($1–5 million revenue); includes but is not limited to, nonprofits led by people of color; women; veteran; LGBTQ+ individuals; Native American; and disabled leaders	Nonprofits located in or within one mile of highest, high, and moderate-need census tracts per COVID-19 Vulnerability and Recovery Index

Preliminary Progress on Populations Served & Geographic Targeting

The two Youth Workforce Development & Economic Opportunity projects provide employment pathways for opportunity youth ages 16-25 facing multiple barriers to workforce participation. Populations include current and former foster youth, system-involved youth, youth experiencing or at risk of homelessness, disconnected youth, young parents, and youth who identify as lesbian, gay, bisexual, transgender, queer or other identities, recognizing that these groups face compounding barriers to economic stability. Youth@Work has enrolled over 600 youth with the majority completing 400 hours of paid work experience, enrichment, and mentorship, while hundreds have entered unsubsidized employment or pursued further education. The Youth Workforce Development Partnership supported 99 nonprofits across all five Supervisorial Districts, preserving organizational capacity to serve thousands of youth through the pandemic and beyond. Geographic targeting uses the COVID-19 Vulnerability and Recovery Index to prioritize communities most impacted by pandemic economic disruption, while nonprofit grants specifically reach organizations in highest-need, high-need, and moderate-need census tracts. A key feature is the inclusion of very small and small nonprofits led by people of color, women, veterans, LGBTQ+ individuals, and immigrant leaders, ensuring that capacity-building resources strengthen grassroots organizations with deep roots in the communities they serve. This subcategory reflects an understanding that preventing youth justice system involvement requires both direct services providing economic opportunity and infrastructure investment in the community-based organizations that sustain youth workforce programming over time.

Youth Technology & Arts Pathways

The Youth Technology & Arts Pathways subcategory encompasses four projects designed to prevent justice system involvement through positive youth development, digital equity, and arts-based interventions (see Table 58). These initiatives provide youth with technology access, digital skills training, creative expression opportunities, and career pathways in technology and creative industries. Projects range from Teen Tech Centers providing technology infrastructure and wraparound supports, to IT internships and apprenticeships bridging the digital divide, to arts grants supporting organizations delivering programming for justice-involved youth and career pathway development in creative economy.

Table 58: *Youth Technology & Arts Pathways Projects by Key Metrics and Outcomes, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
LA Community Impact Hubs	Teen Tech Centers operational; youth enrolled; youth reporting improved digital literacy (%); youth reporting increased career awareness (%); youth placed in paid internships	By Sept 2025: 3 of 5 Teen Tech Centers open and serving youth; more than 600 youth enrolled across sites; 80% report improved digital literacy skills; 70% report increased awareness of technology and creative sector career opportunities; 25 youth placed in paid internships through industry partners.	Youth ages 12–20, including students of color, system-involved youth, and those in foster care or experiencing homelessness	Watts, Boyle Heights/East Los Angeles, Antelope Valley (Palmdale, Lancaster, Lake Los Angeles), Southeast Los Angeles (Long Beach, Paramount, Downey), and Northeast San Fernando Valley (Pacoima, Sylmar, Panorama City)
Delete the Divide Initiative	Youth completing information technology training; youth placed in paid internships or pre-	As of Sept 2025: 250+ youth completed IT training; 80+ placed in paid internships or pre-apprenticeships; 35	Youth (ages 14–24) seeking information technology internships/apprenticeships;	Highest and high-need census tracts countywide, as identified by the

	apprenticeships; youth placed in full-time information technology employment; small businesses onboarded; small businesses receiving full-service support; business health assessments completed	transitioned into full-time IT employment with salaries ≥$50k; 300+ small businesses onboarded into DTD; 150+ businesses received full-service support (websites, branding, style guides); 400+ received business health assessments.	small businesses in highest/high-need census tracts; residents needing digital literacy training; inclusive of people of color; LEP entrepreneurs disproportionately impacted by COVID-19	COVID-19 Vulnerability and Recovery Index
Arts for Justice-Involved Youth	Grants distributed; nonprofit arts organizations funded; jobs created	Relief and recovery grants distributed to nonprofit arts and social justice organizations supporting justice-involved youth. Over 400 nonprofit arts and culture organizations countywide received funding across Creative Recovery LA categories	Justice-involved and justice-impacted youth; communities disproportionately impacted by COVID-19	Highest and high-need census tracts in Los Angeles County (priority funding areas per COVID-19 Vulnerability and Recovery Index)
Creative Career Pathways for Youth	Grants distributed; grant funds expended; organizations funded in high-need census tracts (percent)	The program distributed grants supporting nonprofit organizations implementing career pathway and training programs for youth in arts and creative industries. Total of $3,061,682.43 expended to support recovery and connect youth to employment opportunities.	Youth underrepresented in the arts and creative economy, including justice-involved youth, low-income youth, and youth of color	Los Angeles County, prioritized for highest-need and high-need census tracts

Preliminary Progress on Populations Served & Geographic Targeting

The four Youth Technology & Arts Pathways projects prevent justice system involvement through positive youth development, digital equity, and creative expression opportunities. Youth populations include system-involved youth, foster youth, youth experiencing homelessness, students of color, and youth underrepresented in technology and creative sectors; all groups facing barriers to the educational and career opportunities that support positive life trajectories. Teen Tech Centers have served over 600 youth with strong outcomes in digital literacy and career awareness, while IT training programs have enabled dozens of young people to secure employment within technology fields with salaries exceeding $50,000. Arts grants have supported over 400 nonprofit organizations delivering programming for justice-involved and justice-impacted youth. Geographic targeting concentrates resources in communities experiencing digital exclusion and high rates of youth disconnection: Teen Tech Centers are embedded in trusted community-based organizations in historically disadvantaged neighborhoods, while arts funding directs at least 75% of resources to organizations in or serving highest-need and high-need census tracts. A defining feature of this subcategory is the recognition that preventing justice system involvement requires addressing underlying barriers (e.g., digital exclusion, limited career exposure, lack of positive developmental opportunities) through infrastructure and programming that creates alternatives. By combining access to technology, digital skills training, creative expression, and career pathways in growing industries, these projects create multiple on-ramps to economic opportunity for youth who might otherwise face limited options.

Behavioral Health Crisis Response & Community Capacity

The Behavioral Health Crisis Response & Community Capacity subcategory encompasses four projects designed to provide mental health and substance use services as alternatives to

incarceration and law enforcement response while strengthening community-based organizations delivering sustained treatment and support (see Table 59). These initiatives combine direct crisis response services with organizational capacity building, creating a comprehensive behavioral health ecosystem diverting individuals from custody while ensuring sustainable infrastructure supporting ongoing recovery.

Table 59: *Behavioral Health Crisis Response & Community Capacity Projects by Key Metrics, Population Served, and Geographic Target*

Project	Key Metrics Tracked	Key Outputs & Outcomes (Sep 2025)	Populations Served	Geographic Targeting
System of Care Expansion	Clients connected to services; community health workers trained; linkages to mental health treatment; linkages to substance use disorder treatment; linkages to housing services; linkages to career services; service retention rate (%); pretrial custody reduction	By Sept 2025: approx. 3,500 clients connected to Reentry Intensive Case Management services; more than 2,400 linked to MH treatment, 300 to SUD treatment, 750 to housing, and 1,200 to career services. Over 90 community health workers trained and deployed. Early evaluations show improved stability and reduced jail returns.	Pretrial justice-involved individuals with mild-to-moderate mental health or substance use issues, disproportionately impacted by COVID-19	Countywide, focused in high-need SPAs (SPAs 4 and 6) with highest COVID vulnerability
Advanced Provider Response Units (APRU)	Low-acuity 911 callers served; patients discharged without transport; patients navigated to psychiatric urgent care; patients re-contacting within 72 hours; Advanced Provider Response Units operational	As of August 2025: 14,115 low-acuity 911 callers served, 5,270 patients discharged from EMS care without transport, 671 patients navigated to psychiatric urgent care centers, and only 180 patients required re-contact within 72 hours. Three APRU units fully operational in high-need communities. Program initiated collaboration with DMH Care Court.	Low-acuity 911 callers, individuals with behavioral health or minor medical complaints, and high utilizers of emergency medical services in disadvantaged communities	Units placed in disadvantaged areas identified by COVID-19 Vulnerability and Recovery Index, including Lancaster/Palmdale and two additional battalions
Alternative Crisis Response	988 contacts received (calls, texts, chats); mobile crisis team responses; 911-to-988 diversions	In December 2024, the 988 Call Center received 5,803 calls, texts, and chats (72,975 total in 2024). The 911-to-988 Diversion pilot continued at LASD Lancaster Station and Pomona Police Department. Mobile Crisis Outreach Teams responded to 162 crisis incidents in December 2024.	Individuals experiencing behavioral health crisis across Los Angeles County	Countywide
Capacity-Building Grants for Justice Focused CBOs	Community-based organizations funded; clients served; funds to needs-prioritized organizations (%)	By Sept 2025: ~25 CBOs funded, reaching approx. 220 clients cumulatively. Awardees reported expanded service capacity in areas such as housing navigation, workforce readiness, and reentry case management. Technical assistance provided by Amity Foundation supported grant management, outreach, and fiscal training.	Justice-focused community-based organizations serving formerly incarcerated individuals, system-impacted families, people experiencing homelessness, and residents with behavioral health needs	Highest and high-need census tracts as identified by the Equity Explorer tool.

Preliminary Progress on Populations Served & Geographic Targeting

The four Behavioral Health Crisis Response & Community Capacity projects provide mental health and substance use services as alternatives to incarceration and law enforcement response while

strengthening community-based infrastructure. Priority populations include pretrial justice-involved individuals with behavioral health needs, people experiencing behavioral health crises, high utilizers of emergency medical services, and system-impacted families. Projects have connected thousands of clients to mental health treatment, substance use disorder services, housing, and career support, while crisis response units have served over 14,000 callers and the 988-hotline received nearly 73,000 contacts in 2024. A distinctive feature is the combination of direct crisis response with organizational capacity building: while some projects provide immediate clinical intervention, others strengthen the grassroots community-based organizations that deliver sustained treatment and support over time. Geographic targeting concentrates crisis response in high-need SPAs and communities experiencing elevated rates of behavioral health emergencies, while capacity-building grants included organizations working in communities of color disproportionately impacted by mass incarceration. Advanced Provider Response Units deploy integrated teams combining paramedics with mental health clinicians in disadvantaged communities, demonstrating a new model of emergency response that reduces unnecessary emergency department utilization and law enforcement contact. This subcategory reflects an understanding that effective justice reform requires both clinical alternatives to incarceration and investment in the community-based infrastructure that enables sustained recovery; neither alone is sufficient to address the behavioral health needs underlying much of the justice system’s involvement.

Preliminary Outcomes and Lessons Learned

Preliminary data from Los Angeles County's 14 ARP-funded Justice Reform & Public Safety projects demonstrate meaningful early progress across the full justice reform continuum, from workforce reentry and youth development to behavioral health crisis response and community capacity building. Collectively, these projects have trained hundreds of justice-involved adults for careers in fire services, homeless services, and construction trades while engaging hundreds of employers to create fair chance hiring opportunities. Youth workforce programs have provided over 600 opportunity youth with paid work experience and supported nearly 100 nonprofits serving thousands of young people. Technology and arts initiatives have opened Teen Tech Centers serving hundreds of youth with strong digital literacy outcomes, trained hundreds in IT skills with dozens securing high-wage technology employment, and distributed millions in grants to arts organizations serving justice-involved youth. Behavioral health programs have connected thousands of clients to mental health treatment, substance use services, housing, and career support while serving over 14,000 individuals through integrated crisis response and receiving nearly 73,000 contacts through 988 crisis hotlines. Across the theme, projects consistently populations of need experiencing the greatest barriers, including justice-involved adults and youth, foster youth, people experiencing homelessness, individuals with behavioral health needs, and communities of color disproportionately impacted by mass incarceration. Geographic strategies concentrate resources in highest-need census tracts while employing staff with lived experience and culturally responsive outreach to build trust with populations often skeptical of government services.

Early strengths are emerging across implementation. Projects consistently apply evidence-based practices (e.g., sectoral training partnerships, extended work experience models, trauma-informed approaches, and integrated clinical crisis response) while leveraging strong partnerships with community-based organizations embedded in target communities. Inclusive principles remain

embedded throughout: departments use data-driven targeting to prioritize high-need census tracts, deliver services in multiple languages, hire staff and mentors with lived experience of justice involvement, and provide comprehensive wraparound supports addressing barriers to participation. Programs demonstrate innovation including the repurposing of fire camp facilities for workforce training, 400-hour extended work experience models providing deeper skill development than traditional programs, technology programs integrating wraparound supports achieving strong youth engagement, and Advanced Provider Response Units deploying integrated paramedic-clinician teams that reduce emergency department congestion while connecting individuals to appropriate community-based services. Community-based organization partnerships prove essential for reaching justice-involved populations, with capacity-building grants strengthening the grassroots infrastructure that sustains services beyond emergency funding periods.

How Angelenos' lives are improving

Justice-involved individuals are gaining pathways to economic stability and successful community reintegration. Workforce programs create opportunities in high-wage sectors including fire services, homeless services, and construction trades while providing the wraparound supports (e.g., housing assistance, transportation, mental health treatment, expungement services) essential for sustained employment. Employer engagement is reducing stigma and expanding hiring opportunities for people with justice histories. Youth facing multiple barriers (e.g., foster involvement, homelessness, justice contact, disconnection from school and work) are gaining work experience, skills, and career pathways that support economic self-sufficiency while preventing deeper system involvement. Youth in underserved communities are accessing technology infrastructure, digital skills training, and creative expression opportunities through Teen Tech Centers and arts programming, gaining capabilities that enable participation in growing industries. Small businesses in high-need communities are receiving technical assistance, improving their market presence. Individuals experiencing behavioral health crises are receiving clinical intervention without law enforcement involvement, with thousands connected to community-based treatment supporting sustained recovery rather than cycling through emergency departments and jails. Community-based organizations serving justice-involved populations are strengthening their capacity to deliver services in highest-need communities, building sustainable infrastructure that will continue serving residents beyond the emergency funding period.

Lessons emerging from ongoing implementation underscore several critical themes. Community partnership and culturally responsive outreach prove essential for reaching justice-involved populations who may distrust government services, with staff who have lived experience building trust that enables engagement. Workforce reentry requires comprehensive support extending beyond job placement to include employer technical assistance, retention supports, and services addressing housing, transportation, and behavioral health needs. Youth programs benefit from extended work experience hours, structured mentoring relationships, and clear career pathways connecting immediate employment to long-term advancement. Digital equity requires integrating technology infrastructure with skills training and business support; access alone is insufficient without the capabilities to use technology productively. Behavioral health crisis response demonstrates that integrated clinical teams effectively reduce emergency utilization while connecting individuals to appropriate community-based services, providing a model for alternatives to traditional law

enforcement response. Organizational capacity building ensures that emergency investments create lasting infrastructure, with strengthened community-based organizations sustaining services for justice-involved populations beyond the funding period. As these efforts continue, the County's ARP investments are actively strengthening justice reform infrastructure, reducing incarceration, supporting successful reentry, preventing youth system involvement, expanding behavioral health alternatives, and building community capacity for sustained impact.

Section VI

Achieving an Inclusive Recovery

This first report marks a critical milestone in Los Angeles County's implementation of the American Rescue Plan. It reflects the County's early progress in translating federal relief into local impact through a coordinated, needs-centered framework that prioritizes transparency, accountability, and measurable outcomes. The report establishes the baseline from which all future evaluation efforts, documenting the systems, partnerships, and practices that form the foundation for recovery.

Across every theme; Housing & Homelessness, Health & Wellbeing, Economic & Workforce Development, Community Development & Support, and Justice Reform & Public Safety, the County has built the administrative, programmatic, and evaluative infrastructure necessary to deliver lasting change. Departments continue to implement, refine, and expand their projects, guided by the equity principles adopted by the Board of Supervisors.

While preliminary data demonstrate meaningful early progress, this report acknowledges that the full impact of ARP investments will unfold over time as projects mature and comprehensive data collection continues. Many initiatives remain in active implementation phases, with outcomes expected to strengthen as programs reach full capacity and evaluation frameworks capture the long-term benefits of these investments.

The final evaluation will be conducted once projects have fully matured, allowing for a complete assessment of outcomes, lessons learned, and measurable improvements in the lives of Angelenos. This continued evaluation process will ensure that the County not only complies with both Treasury and federal minimum requirements but also remains accountable to the communities most impacted by the pandemic ensuring the needs-driven principles of transparency and collective recovery remain at the heart of its work.

Ultimately, this report demonstrates that Los Angeles County's American Rescue Plan investments are a strategic, needs-driven blueprint for sustained recovery and systems transformation. As data deepens and projects evolve, the County remains steadfast in its commitment to building a stronger, fairer, and more resilient future for all Angelenos.