

Stepping Up Together: Co-Creating Paths to a Brighter Future

Los Angeles County's Strategic Framework for Alleviating Poverty



**Los Angeles County Poverty Alleviation Initiative
Chief Executive Office**

June 2022

Executive Summary

Poverty is a multi-dimensional issue, and tackling it requires a multi-dimensional approach. We have learned—and are beginning to embrace responsibility for—the many ways in which current systems were structured to reinforce racism, disparities, privilege, and oppression across population groups, and to perpetuate the cycle of poverty. And we know that running even the most effective ‘safety net’ services, doing everything right, may serve to mitigate only the very deepest level of poverty, at best. It does not solve the problem.

Los Angeles County leadership is moving in a new direction—one that is proactive toward disrupting poverty. This is a significant shift from how County government has seen itself and operated in the past. On May 18, 2021, the Board of Supervisors adopted a motion that declared poverty and economic opportunity to be matters of public health. The motion further created a ninth Board-directed priority, the Countywide Poverty Alleviation Initiative (PAI), directing that entity to develop a strategic plan for alleviating poverty in the County and for implementing actions to accomplish that.

This is that plan: a strategic framework that reflects the County’s moving ‘upstream’ to a primary prevention orientation, taking actions to stop people from sinking into poverty to begin with, instead of helping them only after they fall.

The PAI team began their work by holding numerous listening sessions across the County between October 2021 and March 2022, involving 1,024 participants, including 643 residents and individuals with lived expertise, to seek ideas as to what should be included in this strategic framework. The team conducted listening sessions with representatives from 148 community-based organizations and stakeholder entities across the County (including some state and national partners) and employees from 23 County departments.

What emerged are ideas on preventing and mitigating poverty that are categorized across four strategies:



Some examples of actions for each strategy include:

Invest in Our Communities

- ❖ Increase long-term investments in prevention and environmental supports
- ❖ Support grassroots-level organizing, engagement, and community building
- ❖ Convene jurisdictions and partners on shared priorities and advocacy

Strengthen Pathways to Opportunities

- ❖ Create easier connections to high-quality jobs and address discriminatory policies and practices that maintain disparities in hiring, pay, and promotions
- ❖ Create supports for those with hiring barriers to help get them hired and maintain employment
- ❖ Support efforts to make County jobs and new County contracts pay living wages
- ❖ Build assets through micro-lending and grants, matched-savings programs, baby bonds, expanding financial coaching, and increasing alternatives to predatory lending

Expand Access to Basic Supports

- ❖ Develop a process for providing emergency funds to cover people's basic needs
- ❖ Work with partners to help residents secure and maintain affordable housing
- ❖ Expand child care and after-school options
- ❖ Maximize available resources, including guaranteed-income programs, enforcing wage theft laws, and evaluating state/County debt that could be eliminated

Improve Our Service Delivery System

- ❖ Develop a person-centered service delivery system that is respectful, provides individual support, and streamlines access to services across departments
- ❖ Develop a centralized capability for sharing available resources that is easy to access and navigate, and increase free internet access at and near County facilities
- ❖ Reduce barriers so that all people who are eligible for benefits can receive them, and automate benefit access, where possible
- ❖ Advocate for policy changes that improve our system, including re-defining 'child neglect' to reduce the number of families investigated by child welfare, reducing the 'benefit cliffs' experienced by those receiving benefits, re-indexing and recalibrating public-benefit levels and eligibility requirements, and building more flexibility into state and federal funding

Each year, the PAI will prioritize a few actions to implement, using a phased approach. If we are successful in implementing the four strategies, we will expect to see a decrease in the number of Los Angeles County residents in poverty over time, as well as positive shifts in the five program-level outcomes identified: community and civic engagement, income and employment, wealth, basic supports, and responsive services.

Poverty as a systemic issue does not have to be thought of as an overwhelming and intractable. It is time that we challenge assumptions that allow us to accept widespread poverty as a 'given,' and truly disrupt its cycle. It is time that we look at ourselves and fix the systemic issues that perpetuate poverty at multiple levels, at the same time increasing robust supports that actually help people. It is time that all our residents have an equal opportunity to achieve financial stability and to fulfill their goals. We commit to working with our residents, communities, stakeholders, County departments, jurisdictions, and partners to achieve this vision, as we know we cannot get there alone . . . we invite you to join us on this journey.

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Introduction

Los Angeles County is responsible for implementing the types of services typically thought of as the ‘safety net.’ The County’s budget for Fiscal Year 2022–2023 is roughly \$38.5 billion, of which about 21% covers social services and about 29% health services. The laws and regulations that prescribe how to implement these services are largely set by the federal and state governments; implementing these as prescribed by others has been the County’s historic role. Yet we know that running even the most effective ‘safety net’ services, doing everything right, may serve to mitigate only the very deepest level of poverty, at best. It does not solve the problem.

The County’s leadership is moving in a new direction—one that is proactive toward disrupting poverty. This is a significant shift from how County government has seen itself and operated in the past. This framework reflects the County’s moving ‘upstream’ to a primary prevention orientation, taking actions to stop people from sinking into poverty to begin with, instead of helping them only after they fall.

The consequences of inaction are tremendous. Living in poverty creates extraordinary burdens for people, significantly increasing their levels of stress and other health-related risk factors, their likelihood of residing in neighborhoods with higher environmental risk factors and fewer available social and economic resources, and ultimately shortening their lifespans.^{1,2} The resulting toll it takes on how our society functions is considerable, and the cost to human dignity is immeasurable.³ Everyone deserves a fair chance and a good life. An ‘upstream’ primary prevention approach will start disrupting poverty and help us increase opportunities and well-being for all Los Angeles County residents.

Poverty is a multi-dimensional issue, and tackling it requires a multi-dimensional approach. Many ‘levers’ affect poverty—some controlled by federal and state governments, and some by our cities, the private sector, and our education system. While a number of mitigation levers fall within the County’s purview, many upstream prevention levers do not.

Collective action is needed to get upstream and prevent poverty, as well as mitigate it. It will take all systems and partners stepping up together to coordinate efforts and increase our chances of success. Continued leadership on this issue is critical, along with more flexibility in the funding available to address it. Good examples exist of the County and others making a compelling case for doing things differently, and this effort requires that same level of commitment and tenacity.

Some hurdles include moving from a reactive system to one that is more proactive, integrating services within a complex structure, implementing services that are outcomes-driven, defining success in a tangible way, and confronting the societal values and structural racism that have impeded other efforts in the past.

But even with all the impediments and barriers we face, we challenge the notion that poverty and wealth disparities are too difficult to fix. We can alleviate poverty, and, more importantly, *we must*.

¹ Office of Health Assessment and Epidemiology. (2010). “Life expectancy in Los Angeles County, How long do we live and why? A cities and community health report,” Los Angeles County Department of Public Health, Los Angeles, CA.

² Singhal, R. “Health of women in Los Angeles County and the role of poverty,” [PowerPoint slides], Los Angeles County Department of Public Health, Los Angeles, CA.

³ Verfaillie, N. (2013). “The impact of poverty on life expectancy,” The Borgen Project, <https://borgenproject.org/impact-poverty-life-expectancy/>.

What We Want to Achieve

The PAI's Creation

On May 18, 2021, the Board of Supervisors adopted a motion that recognized and declared poverty and economic opportunity to be matters of public health, and affirming the economic inequities and disparities exacerbated by the COVID-19 pandemic to household stability, economic stability, health and mental wellness, education, employment, public safety, criminal justice, and housing. The Board further called for the creation of a ninth Board-directed priority, the Countywide Poverty Alleviation Initiative (PAI), to:

- Develop a strategic plan articulating the vision, values, and deliverables of the initiative
- Build on the work of multiple County departments and other key Countywide initiatives
- Serve as a regional leader and coordinator across other jurisdictions to address the growing wealth gap and provide economic opportunities leading to financial stability
- Develop an advocacy platform for reducing racial disparities and improving lives
- Implement and support policy development for guaranteed-income programs as a poverty alleviation strategy that works in concert with other public benefits⁴

Our Vision

“We need a way to break out of the cycle.”

—Resident

“We need opportunity and a little hope.”

—Resident

Los Angeles County reportedly has the second highest poverty rate (20.8%) among all counties in California, with an estimated 1 out of every 5 individuals living in poverty.⁵ Data shows that poverty rates locally are higher for African-Americans (27.1%), Hispanics/Latino/a/x (25.8%), American Indian/Native Alaskans (24.8%), and Pacific Islanders (15.1%), and that American Indian/Alaskan Natives, African Americans, and Pacific Islanders have significantly disproportional rates of poverty compared to their overall population rates (0.7%, 8.7%, 0.2% respectively).⁶ Children under age 6 (29.5%), seniors above age 64 (18%), undocumented immigrants (35.7%), and adults without a high school diploma (29.1%) also report higher rates of poverty.⁵ In almost half of the households identified as living in poverty, at least one adult worked full-time.⁵ In comparison, data that shows the poverty rate of California is 15.1% and the national poverty rate is 14.6%.⁶

The effects of growing up in poverty can be especially challenging for children. Studies show that they are significantly more likely to remain in poverty as adults and tend to experience negative effects to their health, wellness, educational attainment, and brain development that can stay with them throughout

⁴ Los Angeles County Board of Supervisors Agenda of May 18, 2021, Item Number 20, http://file.lacounty.gov/SDSInter/bos/sop/1107452_051821.pdf.

⁵ Bohn, S., Danielson, C., & Malagon, P. (2021) “Just the facts: Poverty in California,” Public Policy Institute of California, www.ppic.org.

⁶ Poverty Statistics in Los Angeles, CA, <https://www.welfareinfo.org/poverty-rate/california/los-angeles>.

their lives,^{7,8,9,10} including shortening their life spans.^{11,12,13} Some children show tremendous resiliency in the face of these types of challenges and thrive in spite of any limitations they may have experienced. Yet when there are negative effects, they can become intergenerational and reverberate throughout our communities, our economy, and our society, exponentially affecting us all.

The issue of poverty, though long considered by policy makers to be overwhelming and intractable, does not have to be. Over the years, progress has been made in developing programs and supports that bring about meaningful improvements for the people who participate. However, we have also learned—and are beginning to embrace responsibility for—the many ways in which current systems were structured to reinforce racism, disparities, privilege, and oppression across population groups, and to perpetuate the cycle of poverty.

It is time we challenge the assumptions allowing us to accept widespread poverty as a ‘given’ and truly disrupt its cycle. It is time we look at ourselves and fix the systemic issues that perpetuate poverty at multiple levels, at the same time increasing the robust supports that actually help people. It is time that all our residents have an equal opportunity to achieve financial stability and to fulfill their goals.

Our Commitment

“Invest in people and then the financial success comes.”
—Community-based provider

“[It’s about] how we think about and treat each other”
—County employee

We reaffirm our belief that everyone deserves a fair chance and a good life. We want our actions to show that we value people, that people matter, and that the solutions we implement are rooted in dignity and respect for those we serve. We want to reduce suffering and invest in people’s own abilities and personal development. We understand that people want to be successful, and we must ensure that they have the tools and opportunities to become so.^{12,14,15}

We recognize the interdependence of equity, well-being, and poverty. We understand that to improve financial stability and well-being for all our residents, we must at a minimum ensure enough affordable and dignified housing in safe and well-resourced neighborhoods, high-quality schools that believe in their students, high-quality jobs that pay living wages, access to health care, and an equitable justice system. We commit to removing the systemic barriers people face, to address the structural issues working to preserve

⁷ Boghani, P. (2017). “How poverty can follow children into adulthood,” PBSSoCal, www.pbssocal.org.

⁸ Babcock, E. D. (2014). “Rethinking Poverty: Recent discoveries in brain science shed light on what holds the poor back—and on how to help them get ahead,” Stanford Social Innovation Review, Stanford University.

⁹ Masten, C., Lombardi, J., & Fisher, P. (2021). “Helping families meet basic needs enables parents to promote children’s healthy growth, development,” Center on Budget and Policy Priorities, <https://www.cbpp.org/>.

¹⁰ Singhal, R. “Health of women in Los Angeles County and the role of poverty,” [PowerPoint slides], Los Angeles County Department of Public Health, Los Angeles, CA.

¹¹ Verfaillie, N. (2013). “The impact of poverty on life expectancy,” The Borgen Project, <https://borgenproject.org/impact-poverty-life-expectancy/>.

¹² United Nations. (2009). “Rethinking Poverty: Report on the world situation,” United Nations publication, New York, NY.

¹³ Office of Health Assessment and Epidemiology. (2010). “Life expectancy in Los Angeles County, How long do we live and why? A cities and community health report,” Los Angeles County Department of Public Health, Los Angeles, CA.

¹⁴ Banerjee, A., & Duflo, E. (2012). *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty*, Hachette Book Group, New York, NY.

¹⁵ Rank, M. (2011). “Rethinking American poverty,” *Contexts*, Vol. 10(2), pp.16-21.

these inequalities and disparities, and to embrace an equity-based model. To accomplish this, how the County allocates its resources and makes its investments must be considered through an equity lens.

We commit to caring about our residents by setting the conditions for improving the County’s economic landscape: making our service systems more responsive and efficient and providing opportunities for people to realize their own successes. We must ensure that our systems are both effective and caring, and that we treat people with compassion and respect in our regular business practices.

We must believe that we can alleviate poverty, and care enough to do it. We commit to working with our residents, communities, stakeholders, County departments, jurisdictions, and partners to achieve this vision, as we know we cannot get there alone . . . we invite you to join us on this journey.

Development of our Logic Model

Our Method

The PAI team began their work by holding numerous listening sessions across Los Angeles County between October 2021 and March 2022, involving 1,024 participants.

- ❖ Sessions included a total of 643 residents and those with lived expertise, with participants from a variety of ethnic backgrounds—including Black, American Indian/Native Alaskan, Hispanic/Latino/a/x, Asian/Pacific Islander, and White—and gender identities and sexual orientations including male, female, transgender, non-binary, heterosexual, gay, lesbian, and queer. Sessions included a number of monolingual Spanish speakers.
- ❖ Participants ranged in age from teenagers to seniors in their 70s, many of whom disclosed having experienced, or that they are currently experiencing, ongoing issues of economic insecurity.
- ❖ Participants also included several students in high school, college, or graduate school, as well as students attending trade schools.
- ❖ A number of participants self-disclosed being current or former recipients of public benefits; experiencing homelessness, housing insecurity, and/or food insecurity; being intimate partner/domestic violence survivors, former foster youth, seniors, undocumented County residents, formerly incarcerated, and/or on probation; being parents involved with the child-welfare system or relative caregivers; having mental health issues; having had past substance-abuse issues; having special needs themselves or children with special needs.

The team also conducted listening sessions with representatives from 148 community-based organizations and stakeholder entities, and 23 County departments. These additional voices included advocates, educators, researchers, policy experts, County commissioners, and representatives of community-based providers, philanthropy, cities, businesses, the State of California, and former federal administrations.

Through the questions asked of session participants, the PAI team conducted a situational analysis similar to a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). The listening sessions were scheduled to intentionally begin with residents and those with lived expertise; the concepts they raised were further built upon and expanded by others so that these first voices would be the most influential and powerful in shaping the concepts and ideas put forth in this strategic framework.

What came out of these sessions was a clear set of themes falling across the continuum of preventing and mitigating poverty. Those themes were then used to create a logic model for alleviating poverty. In designing the next step in our framework, we selected the most critical objectives and actions that:

- Align with the logic model
- Help to prevent or mitigate poverty
- Help move people toward financial stability
- Were identified as being possible, impactful, and measurable
- Are not duplicative of other efforts already occurring
- Are within the County's control or sphere of influence

We also conducted a literature review to cross-check listening-session ideas against concepts put forward by nationwide and global policy experts, advocates, and researchers to see which held the most promise for meaningful change. Our resulting draft framework reflected an alignment between the two, which we then shared with listening-session participants for additional input and feedback.

The result is a Countywide strategic framework for alleviating poverty whose creation and implementation has been and will be strongly driven by resident and stakeholder input.

Our Logic Model

DESIRED OUTCOME: Financial stability for all Los Angeles County residents

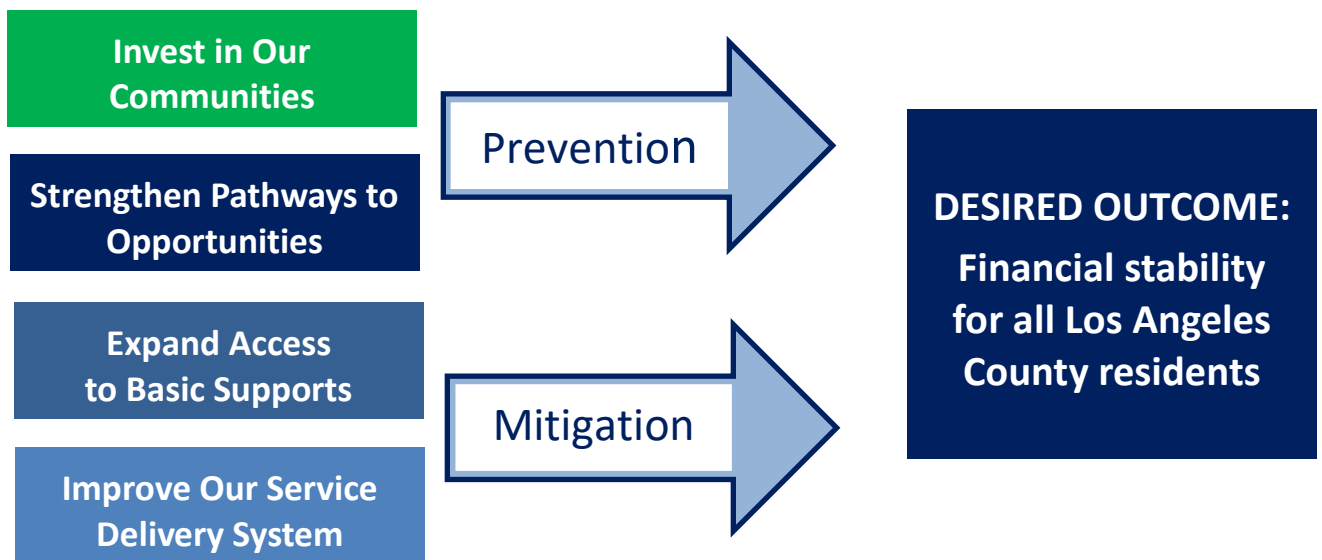
Drivers of Poverty as Identified by Listening-Session Participants



Converting the Drivers of Poverty into a Theory for Action and Intervention



The Resulting Four Strategies for Alleviating Poverty



Values and Guiding Principles

“[We need] the right people who are willing to help.”

—Resident

We commit to these set of underlying values that will cut across all our strategies and guide our work as we move toward achieving the results we want:

- “Promote social inclusion in all aspects of society”¹⁶
- “Create universal access that is targeted to the most vulnerable”¹⁶
- “Recognize that poverty is an issue of equity and justice”¹⁶
- “Address the structural issues that produce current outcomes”¹⁶
- “Share decision-making with those most affected by the decisions”^{16,17,18}
- “Empower people with the skills and opportunities needed to produce and to succeed”^{18,19}
- “Support and empower neighborhoods and communities to care for their residents”^{16,18}
- “Believe that ending poverty is a necessity for the future of our society”¹⁷

¹⁶ United Nations. (2009). “Rethinking Poverty: Report on the world situation,” United Nations publication, New York, NY.

¹⁷ Knight, B. (2017). *Rethinking Poverty: What makes a good society?*, Policy Press, Bristol, United Kingdom.

¹⁸ McKnight, J., & Block, P. (2010). *The Abundant Community*, Berrett-Koehler Publishers, Inc., Oakland, CA.

¹⁹ Banerjee, A., & Duflo, E. (2012). *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty*, Hachette Book Group, New York, NY.

Course of Action

There is, and has been for years, much good work being done to address alleviating poverty. Through this initiative, the PAI wants to use the County's voice, its resources, and its partnerships to strengthen and align what is working and create new approaches where needed.

The County is creating four new departments that will further help to address key issues raised during the listening sessions:

- Department of Economic Opportunity
- Department of Youth Development
- Department of Justice, Care, and Opportunities
- Department of Aging and Disabilities

It has also launched several initiatives over the last few years that are making progress in solving a number of critical issues that surfaced during the PAI listening sessions, including (among numerous other important initiatives and work happening across and throughout County departments):

- Countywide Homeless Initiative
- Affordable Housing Unit
- Housing for Health
- Equity in County Contracting
- Chief Sustainability Office
- Anti-Racism, Diversity, and Inclusion (ARDI)
- Prevention Systems Task Force
- Alternatives to Incarceration Initiative
- Care First, Jails Last Initiative
- Jail Closure Implementation Team
- Office of Diversion and Reentry
- Digital Divide Regional Strategy
- Center for Financial Empowerment
- Office of Labor Equity
- Food Equity Roundtable
- America's Job Centers of California
- Family Urgent Response System
- Alternative Crisis Response
- Office of Violence Prevention
- Center for Strategic Partnerships
- Women and Girls Initiative
- Office of Immigration Affairs
- Community Ambassador Network
- Office for the Advancement of Early Care and Education (OAECE)
- Policy Roundtable for Childcare and Development
- Office of Child Protection
- Domestic Violence Council
- Youth Commission
- Countywide Comprehensive Parks and Recreation Needs Assessment
- Safe, Clean Neighborhood Park, Open Space, Beaches, River Protection, and Water Conservation

In addition, the Chief Sustainability Office issued a strategic countywide sustainability plan in 2019 that addresses food insecurity and community investment (in resilient infrastructure and green space, for example), two issues mentioned by listening session participants. The Chief Executive Office (CEO) is also developing a new Countywide strategic plan, and the ARDI unit is completing an anti-racism strategic plan using a Life Course Model. This poverty-alleviation strategic framework is intended to work in collaboration with these other plans, focusing on different aspects of the issues so the plans complement each other.

The PAI is not interested in reinventing the wheel or duplicating the efforts of others. Instead, the PAI will work collaboratively with other initiatives, make every effort to move forward shared priorities, and target other areas that require focus and attention. While implementing this framework, we will emphasize considering supports for Black, Indigenous, and other people of color, former foster youth, intimate partner/domestic violence survivors, the formerly incarcerated, immigrants, seniors, women and girls, and others who are marginalized and disenfranchised and reflect the highest levels of disparity in comparison to other groups. We will work to implement outcome-driven actions that are culturally responsive, work effectively with those across the spectrum of sexual orientation and gender identity, and address the intersectionality of multiple factors that can trap people in poverty.

This strategic framework will serve as a long-term plan overall, but one that contains some short-term solutions we can implement and achieve now. We align ourselves with the State of California's goal of ending child poverty by 2030²⁰ and the City of Los Angeles' goal of ending poverty by 2035.²¹

Our Direction

The four strategies of this framework are:

- 1) Invest in Our Communities**
- 2) Strengthen Pathways to Opportunities**
- 3) Expand Access to Basic Supports**
- 4) Improve Our Service Delivery System**

These synthesize the concepts from the logic model shown above, providing a blueprint for the objectives and actions that stretch across the continuum of preventing and mitigating poverty. Most of the framework's actions, in fact, could be categorized as either prevention or mitigation of poverty, depending upon at what point in a person's life, or their families' lives, the action or intervention takes place.

As outlined in the logic model section, the theory behind this framework is to address people's immediate needs, thereby reducing their stress so they have the time and capacity to pursue opportunities.^{22,23} We must also ensure that these opportunities exist and are accessible and available for them to pursue.

Further, we must create the conditions for success by ensuring community environments that are uplifting and supportive of their residents, where people can find support before getting to the point of requiring more intensive interventions, and where effective and trusted systems are in place that demonstrate value and respect for people so they feel supported when seeking and receiving the services they need.

²⁰ End Child Poverty in California, <https://www.endchildpovertyca.org/>.

²¹ Los Angeles City Council, Agenda of February 9, 2022, <https://lacity.primegov.com/Portal/Meeting?compiledMeetingDocumentFileId=21946>, Item #33 (22-0041)

²² Banerjee, A., & Duflo, E. (2012). *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty*, Hachette Book Group, New York, NY.

²³ Babcock, E. D. (2014). "Rethinking Poverty: Recent discoveries in brain science shed light on what holds the poor back—and on how to help them get ahead," *Stanford Social Innovation Review*, Stanford University.

When systems continue to reinforce racism and disparities, or simply don't work well together, they create barriers to accessing critical supports and opportunities, which only serves to further perpetuate the cycle of poverty. We should do everything in our power to remove these systemic barriers and ensure that our service delivery system is operating as effectively and efficiently as possible, in a manner that works well for, and is trusted by, those who access it. Achieving this would allow us to raise the expectations of other systems as well.

Ultimately, we want to be functioning in the space where we are regularly and consistently “partnering with our residents and communities to co-design solutions to complex, multi-dimensional issues, across our departments, that improve overall health and stability across our region.”²⁴ Some refer to this concept as the “Generative Model”;²⁴ we want to call it the new way of doing business within our County.

The goal of alleviating poverty needs to become part of our system's culture, and our policies should reflect this in how we conduct business and conceptualize our daily work. If implemented successfully, the four strategies outlined above will collectively move us toward achieving our outcomes and becoming a true generative model with a ‘new normal’ of compassion-based business practices.

Our Approach

We want to avoid the pitfalls of numerous past strategic plans and frameworks—beautifully conceived but not well executed—by putting forth one that sets a clear direction and “strategic intent,”^{25,26} and avoids being too prescriptive and operational, which tends to stifle creativity and true strategic thinking. We want this framework to “remain flexible and adaptive to a changing environment, allow for challenging the status quo to help people think differently, feel shapable enough so that it invites others in and inspires them to develop additional actions to achieve the goals, and to encourage a culture of search over certainty.”^{25,26} As a top corporate executive said, “The essence of realizing strategic intent is that you give up control to the extent of following a nice measured, foreseeable path.”²⁶ Generating genuine engagement and collective action, as well as breaking down siloes and ‘business as usual’ thinking, will be essential to achieving the outcomes identified in this framework and invoking the type of cultural change we want to see.

The actions in this strategic framework are not intended to be all inclusive or rigid, nor is it anticipated that there would be an attempt to implement them all at once. They are designed to be a starting place for engagement and collaboration, and to provide space for other emerging and unexpected ideas that may be even more effective at achieving our goals. A number of the actions included in this framework are good ideas that are already underway to some degree, and require additional support to be strengthened, expanded, and/or brought to scale.

What became apparent throughout this process is that there is not a clear vision or focus across our larger society about whether we should alleviate poverty. The concept behind this strategic framework is to build that agreement for doing it and consensus on a direction for how to do it.

²⁴ Oftelie, A. M. (2014). “The human services value curve: A leadership framework and theory of change for health and human services outcomes and values,” Leadership for a Networked World, Harvard University, Creative Commons Attribution Non-Commercial 4.0 International license, www.lnwprogram.org.

²⁵ Mintzberg, H. (1994). “The fall and rise of strategic planning,” Harvard Business Review, Jan-Feb 1994.

²⁶ Smith, C. E. (1994). “The merlin factor: Leadership and strategic intent,” Business Strategy Review, Vol 5(1), pp. 67-83.

Implementation

This framework is not expected to be implemented all at once. Each year, the PAI will identify a few priority actions to begin working on. This will be re-assessed every year to determine if the identified actions are still the right priorities or if adjustments need to be made.

Implementation will occur using a phased approach. Within each phase, as prioritized actions transform into implementation, details and tasks will be outlined, timelines identified, and budgets developed.

The PAI will work with a diverse group of residents, communities, jurisdictions, County departments, and other partners to implement the actions in this framework. We will do this while keeping equity at the center, identifying and addressing systemic barriers, privilege, oppression, and structural racism through each action implemented.

We will hold ourselves accountable for achieving the positive outcomes we all want in the areas of opportunity and mobility, social inclusion, and well-being, and our overall goal of financial stability for all Los Angeles County residents. We will do this by publishing data and reports on our progress.

How We Get There—The Four Strategies

Strategy #1: Invest in Our Communities



“Help people feel a part of their community and take pride in it.”
—Resident

“Let people talk directly to decision-makers
to humanize and personalize the community.”
—Advocate

“Support and empower communities
to care for their residents and promote social inclusion.”
—United Nations (2009)

Objective 1.1—Expand resources to communities that increase community-capacity building.

Actions include:

- ❖ Support grassroots neighborhood-level resident organizing for residents to identify ways of enhancing their communities’ capacity to address their own needs, and provide resources that uplift priorities determined by them.
- ❖ Increase long-term, equitable investments in prevention and environmental supports in partnership with, and available within, communities to support residents, promote health outcomes, and reduce the likelihood that one day people may require more intensive services.
- ❖ Ensure that a clear mechanism is in place for a trusted network of providers, with authentic relationships within their communities, to offer a wide variety of preventive supports, opportunities, and resources. These networks would partner with the County to respond quickly and deploy available resources in a timely way.
- ❖ Ensure that new County contract opportunities for community-based services include resources that support community outreach, engagement, and community-building activities and assist with developing the necessary infrastructure to deliver high-quality, culturally competent services.

Objective 1.2—Support regional convenings and partner with residents, providers, faith-based community, stakeholders, sectors, businesses, County departments, and local jurisdictions to develop solutions for shared priority issues.

Actions include:

- ❖ Assemble time-limited convenings on specific topics determined by the collective that are oriented toward focus, flexibility, action, and accountability.
 - Some ideas that have already been shared by residents include helping to keep streets and storefronts clean, providing safe green spaces and more spaces with shade, offering free/low-cost recreational and enrichment activities within local neighborhoods, improving law enforcement’s relationships with the communities they serve, and increasing affordable access to mental health and wellness supports within communities.
- ❖ Work with residents, stakeholders, businesses, partners, and other jurisdictions to identify opportunities to generate more living-wage jobs, stimulate the economy, and increase affordable housing options.
- ❖ Develop a shared federal, state, and local advocacy agenda.
- ❖ Support the efforts of the County’s Prevention Systems Task Force, Office of Violence Prevention, Alternatives to Incarceration, other justice reform initiatives, and the implementation of the Department of Parks and Recreation’s needs assessment.

Strategy #2: Strengthen Pathways to Opportunities

Along the Prevention/Mitigation Continuum

Prevention

“Most people want to work—they just need the access.”

—Resident

“Everyone needs an opportunity to grow and have the stars within reach.”

—Resident

“Create the conditions for people to be able to take advantage of opportunities.”

– Community-based provider

Objective 2.1—Develop clearer pathways to up-skilled permanent jobs and stimulate the economy through building partnerships with the business community and other entities.

Actions include:

- ❖ Work with various sectors, unions, and trade associations to increase training opportunities in the skills needed to secure high-quality jobs in health care, technology, green energy, climate/environment, manufacturing, transportation, construction, and other living-wage jobs, and address discriminatory policies and practices that maintain disparities in hiring, pay, and promotions.
- ❖ Create stronger connections between training programs and/or people seeking available job opportunities by developing stronger networks with industries and education institutions to ensure that employment opportunities are available after the completion of training programs.
- ❖ Expand additional supports, mentoring, coaching, and/or job readiness training for populations experiencing barriers in getting hired and/or maintaining employment—for example, those who are justice-involved, youth formerly in foster care, seniors, those who are undocumented, those experiencing homelessness, women in non-traditional jobs, those with language barriers, those who have little or no prior work experience, and others, and evaluate the effectiveness of these supports.
- ❖ Promote stronger economic activity by examining barriers to entry and solutions at all levels of government, including regulations, taxes, and/or incentives, particularly in marginalized areas.

Objective 2.2—Increase opportunities for equitable and higher-paying jobs, and jobs that offer a living wage across the County.**Actions include:**

- ❖ Expand community-led actions and/or incentives for businesses to hire locally to the site of the project/business, with an emphasis on poverty-affected neighborhoods, and to create more local up-skilled living- and high-wage jobs.
- ❖ Study the use of ‘impact-weighted accounts’ that measure and show a company’s financial, social, and environmental performance and their impacts on customers, employees, and the larger community; encourage businesses operating locally to use them if they show promise as a best practice.
- ❖ Implement efforts to further revise County hiring practices to reduce or remove barriers to employment, streamline the hiring process, and increase entry-level wages, where needed, to ensure that all County jobs start at a living wage.
- ❖ Increase the number of new County contracts that include enough funding to pay living-wage salaries to persons fulfilling the contract terms.
- ❖ Support the Department of Public Social Services in its initiative to determine how best to help prepare families receiving CalWORKs benefits to get the resources they need to secure living-wage jobs, and expand that initiative to include those receiving General Relief benefits.
- ❖ Study the minimum wage amount to understand what the appropriate amount should be.

Objective 2.3—Advocate for high-quality schools and increased educational supports, particularly in under-resourced communities, that help students successfully transition to post-secondary education or secure permanent job opportunities.**Actions include:**

- ❖ Support the expansion of high-quality individualized college counseling and application support, career counseling, and/or vocational training support at schools that meet the interests of the student.
- ❖ Support Community Schools initiatives that promote community engagement, partnerships, and resource development within communities surrounding individual schools.
- ❖ Increase supports for youth attending continuation and/or alternative schools to ensure they can access pathways to postsecondary educational opportunities and/or vocational training programs that meet their interests.
- ❖ Expand options for accessing certificate programs for those interested in pursuing them.

- ❖ Increase opportunities for youth to be connected to mentors, to be exposed to a variety of different professions and fields, and to develop skills and interests early on that may lead to career pathways.
- ❖ Support the expansion of tutoring programs, particularly those serving system-involved youth.
- ❖ Advocate for greater equity in how funding gets distributed to school districts, particularly for those with the highest level of disparities.

Objective 2.4—Expand supports available for helping people create and/or expand their own businesses or purchase a business through employee ownership or other opportunities.

Actions include:

- ❖ Expand one-on-one coaching for people wanting individual assistance on how to navigate opening a business from start to finish.
- ❖ Consider various sources and partnerships that could be available for offering streamlined zero-interest loans or grant opportunities to cover start-up costs, licenses, capacity-building, emergency safety requirements, or needed capital to purchase a business.
- ❖ Review areas where County license and permit requirements could be streamlined.
- ❖ Identify opportunities to support employee-ownership models.
- ❖ Increase education to businesses about the benefits of qualifying for, and registering as, a Section 3 Business with the U.S. Department of Housing and Urban Development.
- ❖ Increase educational opportunities for small businesses on capacity-building, sharing administrative and/or other infrastructure support, and creating cooperative businesses.

Objective 2.5—Increase programs that promote generating assets and creating and maximizing growth opportunities.

Actions include:

- ❖ Consider various mechanisms for offering zero interest loans or grant opportunities to people to cover the costs of applying to and necessary supplies for post-secondary school or training/certificate programs, technology requirements, or others.
- ❖ Partner with banks to increase the availability of matched-savings and incentive programs where people can save toward a down-payment for first-time homebuyers, tuition costs for themselves or their children, investment capital, retirement accounts, or other activities that help generate wealth.
- ❖ Develop a Baby Bonds or Children’s Saving Account program for other vulnerable populations that is similar to the Opportunity LA Children’s Savings Account program that was launched

through a partnership with the County, Los Angeles City, Los Angeles Unified School District, and Citibank.

- ❖ Work with the Department of Consumer and Business Affairs (DCBA) and others to expand access to financial coaching at all ages that includes managing credit, credit repair, debt reduction, savings, and retirement planning; protecting against consumer fraud; foreclosure protection; building wealth and investing; purchasing a home; and establishing financial stability.
- ❖ Work with DCBA and others to increase alternative banking options to discourage the use of predatory lenders and increase enforcement against them.
- ❖ Support the efforts of the County's Center for Financial Empowerment.

Strategy #3: Expand Access to Basic Supports

Along the Prevention/Mitigation Continuum

Mitigation

“Help with the basics first; meet people’s underlying needs first so they can be successful.”

—Resident

“When you don’t have housing security, it’s hard to focus on your education.”

—College student

“When you have money in the bank, you have the bandwidth to pursue other opportunities.”

– Community-based provider

Objective 3.1—Develop a mechanism for distributing emergency support to people to cover basic needs like healthy food, housing costs, utilities, diapers, gas, health care expenses, and car repairs that prevent them from falling into crisis.

Actions include:

- ❖ Work with County departments to determine how and who to administer this type of program and what potential funding streams could be used; develop a mechanism for providing the emergency support quickly and incorporate lessons learned from the COVID-19 pandemic.
- ❖ Support the efforts of the County’s Food Equity Roundtable and other departmental nutritional programs to increase access to free, affordable, and culturally diverse healthy food options.

Objective 3.2—Work with other jurisdictions and partners to strengthen supports that will help residents secure and maintain housing.

Actions include:

- ❖ Work with other cities to consider implementing rent-control policies that include a covenant that increases protections for lower-income tenants and other options for rental market stabilization, and/or that increase the availability and usage of rental assistance, rental subsidies, and housing vouchers.

- ❖ Support existing efforts underway to increase the number of low-income and affordable housing units available in new developments, convert existing buildings into affordable-housing units, assess the possibility of developing a regional land bank model, and expand Tenant Opportunities to Purchase Act efforts.
- ❖ Increase the enforcement of laws that protect against Section 8 voucher discrimination, unlawful evictions, and landlord harassment, and ensure that the proper conditions of apartment buildings and dwellings are maintained.
- ❖ Explore opportunities for housing support to be included as part of enhanced care management in the state Department of Health Care Services' California Advancing and Innovating in Medi-Cal (CalAIM) program.
- ❖ Support the expansion of the Los Angeles County Development Authority's 'Family Self-Sufficiency' program.
- ❖ Increase assistance for particularly vulnerable populations—former foster youth, those who are expecting or parenting young children, intimate partner/domestic violence survivors, etc.—in securing permanent housing and other supports and benefits.
- ❖ Advocate to repeal Article 34 from California's constitution, which has been identified as an antiquated and 'racist rule' that requires cities to get voter approval to build low-rent housing when using public dollars.
- ❖ Explore new opportunities for ensuring that resources are available in historically underserved neighborhoods and that access to them exists in traditionally 'exclusive' neighborhoods, in compliance with fair housing mandates.
- ❖ Support the efforts of the County's Affordable Housing Unit, Housing for Health, Homeless Initiative, and the Los Angeles County Development Authority to further expand affordable housing and permanent supportive housing options.

Objective 3.3—Partner with local cities, Child Care Resource & Referral agencies, and others to expand the mixed delivery system of public and private early care and education resources, plus after-school options that are affordable and available to help parents maintain employment.

Actions include:

- ❖ Identify supports that can be used to address 'child care provider deserts,' lack of infrastructure and inadequate facilities, barriers to parents accessing "upscaled" levels of child care as genuine options, and the availability of extended and weekend hours, particularly for infants and toddlers.
- ❖ Endorse the use of an early care and education salary scale and compensation standards that are consistent with area living wages and promote positive child-care outcomes, and explore the potential of revenue options that could be used to meet that standard.

- ❖ Increase training, skill-building, and licensing opportunities for family, friends, and neighbors who provide child care, and support for people who want to become day care providers.
- ❖ Advocate to align eligibility for subsidized child care to County-level living-wage calculations instead of state-level income calculations.
- ❖ Advocate for more federal and state funding to increase affordable child-care options and increase the state's early care and education reimbursement rate to a level that covers the true cost of care for young children.
- ❖ Support the Los Angeles County Office of Education and the County's Office for the Advancement of Early Care and Education (OAECE) in developing a plan for maximizing new federal dollars available to expand Early Head Start and Head Start programs, and to implement the state's universal pre-kindergarten program.
- ❖ Support the ongoing efforts of First 5 LA, the OAECE, the Child Care Planning Committee, the Department of Parks and Recreation, and the Policy Roundtable for Child Care and Development.

Objective 3.4—Maximize resources available to help people meet their own needs.

Actions include:

- ❖ Advocate for reinstating the federal Advance Child Tax Credit.
- ❖ Identify a plan for the long-term administration of *Breathe: Los Angeles County's Guaranteed Income Program*.
- ❖ Expand education and free tax-filing and Individual Taxpayer Identification Number (ITIN) application supports to residents to increase the claiming of the Earned Income Tax Credit (EITC), child tax credit, and other tax credits that often go unclaimed.
- ❖ Evaluate additional sources of debt generated by state/County rules and laws that could be eliminated for low-income families, and consider options for including financial affordability in the calculation of assessing fines and fees.
- ❖ Increase enforcement of wage-theft laws and expand protections for those making below the minimum wage.
- ❖ Advocate to increase unemployment insurance rates and recalibrate eligibility requirements and limits.
- ❖ Advocate for expanding the EITC and Young-Child Tax Credit levels and eligibility.
- ❖ Support the efforts of the Office of Labor Equity.

Strategy #4: Improve Our Service Delivery System

Along the Prevention/Mitigation Continuum



“Show people that they matter.”

—Resident

“I was embarrassed because I knew the assistance was available, but I couldn’t [figure out how to] reach it.”

—College student

“People succeed when they have the right level of supports around them.”

—County employee

Objective 4.1—Develop a values-driven, person-centered service delivery model that proactively and seamlessly coordinates care for customers and/or their families across County departments to holistically address current issues and work toward preventing future issues.

Actions include:

- ❖ Collaborating with those with lived expertise and other key stakeholders, co-design and implement a demonstration project across a few departments for how this model could work; identify best practices and lessons learned that would help with scaling it to all departments involved in delivering care.
 - Include ensuring respectful and compassionate customer service, streamlining application processes, effectively working with people who speak different languages, cultural competency, operating during times that work best for customers, ensuring direct access to someone who can help troubleshoot issues, developing shared intake assessments, using case managers who can effectively work across departments and/or expanding case conferencing, ensuring proper staff capacity, measuring cross-departmental outcomes, and implementing a performance management system.
- ❖ Expand enterprise-wide mechanisms for sharing case-management data with caseworkers across County departments to improve needs assessments and referrals, care coordination, service delivery, performance monitoring, and tracking outcomes.
- ❖ Support existing efforts to incorporate values, program effectiveness, and maximize and leverage funding into the County’s budgeting process.

Objective 4.2—Develop a centralized mechanism for sharing information about available resources that is easy to access and navigate.

Actions include:

- ❖ Support the launch and implementation of a new Information, Referral, and Connection (IR&C) platform and electronic Transition-Age Youth (TAY) Centralized Hub that will create an electronic platform for connecting residents to supports in their own communities.
- ❖ Identify trusted and relatable formats for sharing resource information across all communities in culturally competent ways, using the IR&C and/or other formats that also address technology and language barriers.
 - Suggested ideas to explore include live-chat features or ways to ask questions and receive information that is immediate and applies to particular situations, using a simple screening tool (e.g., potentially through texting) for people to find out what they are eligible for, ensuring that information is formatted to display properly on cell phones, and providing the information in a manner that may help alleviate concerns about potential negative consequences for seeking help
- ❖ Support the County’s Digital Divide Regional Strategy efforts to increase free internet access at and around County facilities, as well as strengthen internet signals in areas with connection challenges.

Objective 4.3—Reduce barriers so that all people eligible for public benefits can receive them, and maximize federal and state funding available for residents.

Actions include:

- ❖ Explore opportunities to simplify and streamline application and re-certification processes, and automate benefit access and distribution where possible.
- ❖ Develop a public-facing dashboard for tracking how many eligible people are receiving benefits for which they are entitled, and study the reasons for underutilization and any returned unused funding.
- ❖ Increase supports available for benefit recipients to transition off public benefits and maintain their economic stability, and track the data of how many successfully do so.

Objective 4.4—Advocate at the federal, state, and local levels for policy changes that improve the effectiveness of the service delivery system.**Actions include:**

- ❖ Advocate for changing the definition of and threshold for what constitutes ‘child neglect’ to reduce the number of referrals falling under the jurisdiction of child welfare, and for changing requirements for relative caregivers to increase the number of relatives qualifying as appropriate placements.
- ❖ Advocate to change policies so people can still receive the supports and benefits they are entitled to and not be penalized because they marry or are receiving child support and/or other public benefits.
- ❖ Advocate for reindexing the Federal Poverty Level and public benefit levels, and for recalibrating time constraints and eligibility requirements, particularly those affecting allowable assets.
- ❖ Advocate for exempting guaranteed-income payments, or similar cash-transfer program payments, from eligibility determinations for public benefits so that participants do not experience negative impacts to other public benefits they are receiving.
- ❖ Advocate to increase health insurance subsidies to lower insurance and health care costs.
- ❖ Advocate for increasing federal and state supports available for foster and probation youth up to age 26.
- ❖ Advocate for expanding free Metro passes to all youth and seniors, plus recipients of CalWORKs, General Relief, and CalFresh.
- ❖ Advocate for more flexible federal and state funding to provide customers and/or their families services and supports in a manner that best meets their needs.
- ❖ Support proposals that do not bar immigrants in need of assistance from receiving benefits.

Measuring Success

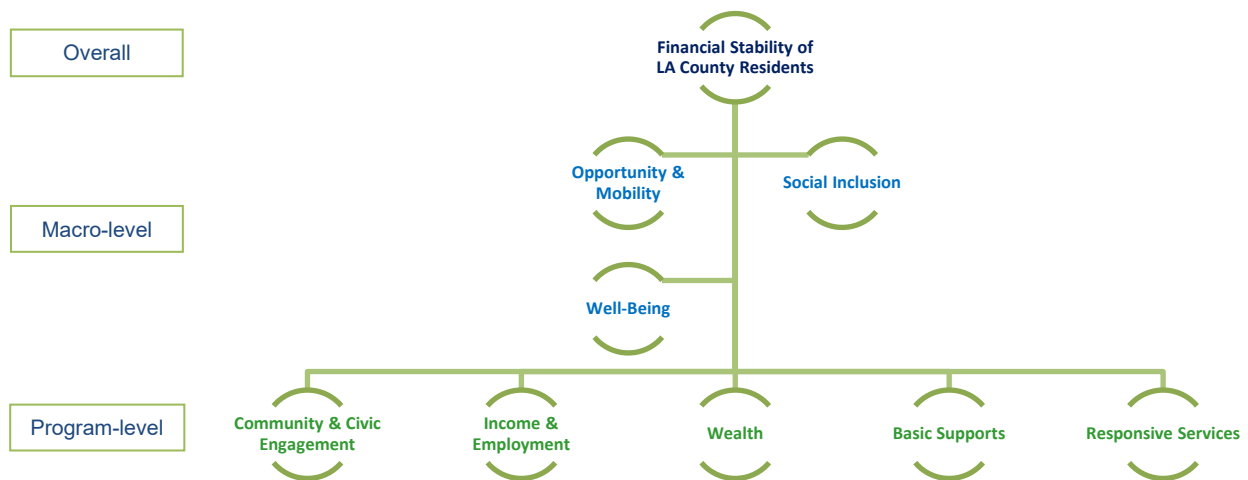
Measures Framework

Below is a set of initial measures we will use to track our progress. They are designed to be multi-dimensional across ‘macro’ and program levels because poverty itself is a multi-dimensional issue spanning different domain areas. We want to avoid oversimplifying the issue by only measuring household income, for example, or those who fall below the Federal Poverty Level. If we truly want to see progress in this complex area, it will require us to improve outcomes across several areas that affect people’s lives.^{27,28,29}

The overall outcome goal we want to achieve is financial stability for Los Angeles County residents. We will measure our progress using three macro-level goals that cut across the four strategies: 1) opportunity and mobility, 2) social inclusion, and 3) well-being. The five program-level goals that will help demonstrate progress in these areas align with the four strategies:

The Four Strategies	Program-Level Measure
Invest in Our Communities	Community and Civic Engagement
Strengthen Pathways to Opportunities	Income and Employment
	Wealth
Access to Basic Supports	Basic Supports
Improving Our Service Delivery System	Responsive Services

The Measures



A set of indicators—aligned with both the CEO’s Countywide strategic plan and the ARDI anti-racism strategic plan—will track progress in these areas. The data will be disaggregated by race/ethnicity, gender, age, other demographic characteristics, and geographic regions, where possible. The measures and

²⁷ United Nations. (2009). “Rethinking Poverty: Report on the world situation,” United Nations publication, New York, NY.
²⁸ United Nations Development Programme and Oxford Poverty and Human Development Initiative. (2020). “Charting pathways out of poverty: Achieving the SDGs,” <https://hdr.undp.org/>.
²⁹ United Nations Economic Commission for Europe. (2017). “Guide on poverty measurement,” United Nations publication, New York, United States, and Geneva, Switzerland.

indicators used will be fluid enough to allow for ongoing input from a variety of community members and stakeholders to help refine them as we learn more about the most effective and accurate ways to measure our goals and reflect change over time.

How Will We Know When We Get There?

We expect to see a decrease in the number of Los Angeles County residents in poverty over time, as well as positive shifts in the data measures, if we are successful in implementing the four strategies outlined here.

We will develop a public-facing social and economic scorecard that displays data on various sectors, populations, and impact on individuals. Data will be collected from County departments and stakeholder partners, as well as from other public sources. We will publish regular updates to the data to track our progress going forward and use program evaluations and other research findings, where possible. We will also actively engage the community to share findings and solicit feedback that will inform and shape both how data is measured and used and what future programming looks like. This will help us hold ourselves accountable for progress in achieving our goals, as well as allow others to do the same.

Conclusion

Poverty can and must be disrupted. The costs of inaction are too significant. It puts tremendous burdens on those who live with it, and the increased stress and lack of access to health care and other critical resources cause lives to be cut short.^{30,31} It negatively impacts the health of our economy and our society, and it significantly damages human dignity, which ultimately affects us all.^{32,33}

Everyone deserves a fair chance and a good life. All Los Angeles County residents should be able to experience opportunities that enhance their well-being—not only for themselves, but for their families and for generations to come. This requires equitable access to career paths, wealth, and the supports that promote health and well-being.

The County will work to set the conditions for improving our economic landscape. Our actions need to show that we value people, that people matter, and that the solutions we implement are rooted in dignity and respect for those we serve. We commit to removing the systemic barriers people face and address the structural issues that preserve these inequalities and embrace an equity-based model. Investments will be made and resources will be allocated using an equity lens.

Learning from others and being more creative and innovative in our efforts will be necessary. It will take building off previous successes and applying that same level of determination and courage here. Collective action and working together will be imperative to increase our chances of success.

Alleviating poverty is a cause worth tackling together, and we cannot afford not to do it.

³⁰ Office of Health Assessment and Epidemiology. (2010). "Life expectancy in Los Angeles County, How long do we live and why? A cities and community health report," Los Angeles County Department of Public Health, Los Angeles, CA.

³¹ Singhal, R. "Health of women in Los Angeles County and the role of poverty," [PowerPoint slides], Los Angeles County Department of Public Health, Los Angeles, CA.

³² Verfaillie, N. (2013). "The impact of poverty on life expectancy," The Borgen Project, <https://borgenproject.org/impact-poverty-life-expectancy/>.

³³ United Nations. (2009). "Rethinking Poverty: Report on the world situation," United Nations publication, New York, NY.

Contributors

We want to thank everyone who contributed to the development of this strategic framework through sharing their time and assistance in recruiting others to participate, providing invaluable thoughts and ideas, and offering additional edits and feedback as it was being finalized.

Neighborhood Action Councils Community Meetings

Broadway Manchester
Carson
Compton
Cudahy
East Los Angeles
East Palmdale
El Monte
Hawthorne
Lake Los Angeles
Lancaster
Metro
Pacoima
Palmdale
San Fernando Valley
South Bay
South El Monte
South Gate
South Los Angeles
Southeast Los Angeles
Walnut Park
Watts
West Athens
Wilmington

Community Meetings Convened By

Allies for Every Child
Antelope Valley Community Action League
Antelope Valley Partners for Health
Asian American Drug Abuse Program
California State University Los Angeles
California Youth Connection
Community Coalition
Community Health Councils
Compton Community College
End Poverty In CA
Hollywood Homeless Youth Partnership
Los Angeles Southwest College
National Asian Pacific Center on Aging
Opportunity Youth Collaborative
Para Los Niños
SBCC
Southeast Asian Community Alliance
Thriving Families, Safer Children Initiative
United Parents and Students

Organization/Stakeholder Meetings Convened By

Association of Community Human Service Agencies' Prevention Committee
Boys & Girls Clubs
Center for Strategic Partnerships
Domestic Violence Homeless Services
Family Law Coalition
GRACE & End Child Poverty CA
Immigrants Are LA
Office of Immigration Affairs
Reimagine Child Safety Coalition
Right to Legal Counsel
SLATE-Z
Welfare Advocates

Participating Community-Based Providers, Stakeholders, Advocates, Commissions, and County Departments, and Additional Contributors

Actum, LLC
African Communities Public Health Coalition
All Peoples Community Center
Alma Family Services
American Indian/Alaska Native Underserved Cultural Communities Subcommittee
Anthony and Jeanne Pritzker Family Foundation
Anti-Recidivism Coalition
Asian Americans Advancing Justice
Asian Pacific Counseling and Treatment Centers
Association of Community Human Service Agencies
Aviva Children & Family Services
Ballmer Group
Bank of America
Bet Tzedek Legal Services
Boys & Girls Clubs of Carson
Boys & Girls Clubs of Malibu
Boys & Girls Clubs of San Fernando Valley
Boys & Girls Clubs of Santa Monica
Boys & Girls Clubs of Venice
BRIDGE Housing
BRIDGES, Inc.
Brotherhood Crusade
California Community Foundation
California Department of Social Services
California Immigrant Policy Center
California Youth Connection
CAIR Los Angeles

Casey Family Programs	Legal Aid Foundation of Los Angeles
Cedars-Sinai	Lens Co
Change Reaction	Liberty Hill Foundation
Change West Covina	Local Initiatives Support Corporation
Child Care Resource Center, Inc.	Los Angeles Center for Law and Justice
Child Development Institute	Los Angeles City College
Children Now	Los Angeles County Aging and Disabilities Department (formerly part of WDACS)
Children's Bureau of Southern California	Los Angeles County Alternate Public Defender
Children's Data Network	Los Angeles County Chief Executive Office
Children's Hospital Los Angeles	Los Angeles County Child Support Services Department
Children's Institute, Inc.	Los Angeles County Commission on Children and Families
Children's Law Center of California	Los Angeles County Department of Arts and Culture
Chinatown Service Center	Los Angeles County Department of Children and Family Services
CHIRLA	Los Angeles County Department of Consumer and Business Affairs
Chrysalis	Los Angeles County Department of Economic Oppor- tunity (formerly part of WDACS)
CIELO	Los Angeles County Department of Health Services
City of Long Beach	Los Angeles County Department of Human Resources
City of Los Angeles	Los Angeles County Department of Mental Health
City of Pasadena	Los Angeles County Department of Parks and Recreation
Coalition of California Welfare Rights Organizations	Los Angeles County Department of Public Health
Community Coalition	Los Angeles County Department of Public Social Services
Community Health Councils	Los Angeles County Department of Regional Planning
Community Legal Aid SoCal	Los Angeles County Development Authority
Compton Community College	Los Angeles County District Attorney
Council of Mexican Federations in North America	Los Angeles County Economic Development Corporation
Covenant House California	Los Angeles County Executive Office of the Board
Crittenton Services for Children and Families	Los Angeles County Internal Services Department
Designated Exceptional Services for Independence	Los Angeles County Law Offices of the Public Defender
Domestic Abuse Center	Los Angeles County Policy Roundtable for Child Care and Development
Downtown Women's Center	Los Angeles County Probation Department
Eastmont Community Center	Los Angeles County Public Library
Economics Security Project Action	Los Angeles County Registrar-Recorder/County Clerk
El Nido Family Centers	Los Angeles County Treasurer and Tax Collector
End Poverty In CA	Los Angeles County Youth Commission
First 5 LA	Los Angeles Department of Water and Power
Five Acres	Los Angeles Homeless Services Authority
Frank D. Lanterman Regional Center	Los Angeles LGBT Center
God's Pantry	Los Angeles Unified School District, Career Technical Education
GRACE & End Child Poverty CA	Maryvale
Hands 4 Hope LA	Masada Homes
HealthRIGHT360	Massachusetts Institute of Technology, Department of Economics
Helpline Youth Counseling	Maternal and Child Health Access
Heritage Youth Services	
Hillsides	
Housing Equality & Advocacy Resource Team	
Housing Rights Center	
Imagine LA	
Inclusive Action for the City	
Inner City Law Center	
Inner City Struggle	
Jewish Family Service of LA	
Journey House	
Just Us 4 Youth	

Mayor's Fund of Los Angeles
McCarty Memorial Christian Church
MEND—Meet Each Need with Dignity
Move LA
My Friend's Place
National Asian Pacific Center on Aging
National Foster Youth Institute
National Health Law
Neighborhood Legal Services of Los Angeles County
Opportunity Youth Collaborative
Para Los Niños
Penny Lane Centers
Pilipino Workers Center
Princeton University, School of Public and International Affairs
Project: Peacemakers, Inc.
Public Counsel
Rainbow Labs
Rainbow Services
Reimagine Child Safety Coalition
River LA
Safe Place for Youth
San Gabriel Children's Center
SBCC
SHIELDS for Families
SLATE-Z
Social Justice Learning Institute

Sojourn
Southeast Asian Community Alliance
Specialty Family Foundation
SPIRITT Family Services
Strategic Actions for a Just Economy
The Carl & Roberta Deutsch Foundation
The Center in Hollywood
The Corporation for Supportive Housing
The LA Housing Movement Lab
The Ralph M. Parsons Foundation
The TransLatin@ Coalition
The Whole Child
UCLA Pritzker Center for Strengthening Children and Families
Uncommon Good
UNITE—LA
United Parents and Students
United Way of Greater Los Angeles
University of Southern California, Civic Engagement
U.S. Department of Housing and Urban Development
Vermont Slauson Economic Development Corporation
Weingart Foundation
Wellnest
Western Center on Law and Poverty
W.M. Keck Foundation
YWCA Greater Los Angeles

Appendix A—Proposed Federal, State, and Local Advocacy Agenda

- ❖ Advocate for greater equity in how funding gets distributed to school districts, particularly for those with the highest level of disparities.
- ❖ Advocate to repeal Article 34 from California’s constitution, which has been identified as an antiquated and ‘racist rule’ that requires cities to get voter approval to build low-rent housing when using public dollars.
- ❖ Advocate for more federal and state funding to increase affordable child-care options and increase the state’s early care and education reimbursement rate to a level that covers the true cost of care for young children.
- ❖ Advocate to align eligibility for subsidized child care to County-level living-wage calculations instead of state-level income calculations.
- ❖ Advocate for reinstating the federal Advance Child Tax Credit.
- ❖ Advocate to increase unemployment insurance rates and recalibrate eligibility requirements and limits.
- ❖ Advocate for expanding the EITC and Young-Child Tax Credit levels and eligibility.
- ❖ Advocate for changing the definition of and threshold for what constitutes ‘child neglect’ to reduce the number of referrals falling under the jurisdiction of child welfare, and for changing requirements for relative caregivers to increase the number of relatives qualifying as appropriate placements.
- ❖ Advocate to change policies so people can still receive the supports and benefits they are entitled to and not be penalized because they marry or are receiving child support and/or other public benefits.
- ❖ Advocate for reindexing the Federal Poverty Level and public benefit levels, and for recalibrating time constraints and eligibility requirements, particularly those affecting allowable assets.
- ❖ Advocate for exempting guaranteed-income payments, or similar cash-transfer program payments, from eligibility determinations for public benefits so that participants do not experience negative impacts to other public benefits they are receiving.
- ❖ Advocate to increase health insurance subsidies to lower insurance and health care costs.
- ❖ Advocate for increasing federal and state supports available for foster and probation youth up to age 26.
- ❖ Advocate for expanding free Metro passes to all youth and seniors, plus recipients of CalWORKs, General Relief, and CalFresh.
- ❖ Advocate for more flexible federal and state funding to provide customers and/or their families services and supports in a manner that best meets their needs.
- ❖ Support proposals that do not bar immigrants in need of assistance from receiving benefits.

Appendix B—New Efforts versus Existing Efforts To Be Expanded

Actions	New	To Be Expanded
INVEST IN OUR COMMUNITIES		
Objective 1.1		
<ul style="list-style-type: none"> Support grassroots neighborhood-level resident organizing for residents to identify ways of enhancing their communities' capacity to address their own needs, and provide resources that uplift priorities determined by them. 	X	
<ul style="list-style-type: none"> Increase long-term, equitable investments in prevention and environmental supports in partnership with, and available within, communities to support residents, promote health outcomes, and reduce the likelihood that one day people may require more intensive services. 		X
<ul style="list-style-type: none"> Ensure that a clear mechanism is in place for a trusted network of providers, with authentic relationships within their communities, to offer a wide variety of preventive supports, opportunities, and resources. These networks would partner with the County to respond quickly and deploy available resources in a timely way. 		X
<ul style="list-style-type: none"> Ensure that new County contract opportunities for community-based services include resources that support community outreach, engagement, and community-building activities and assist with developing the necessary infrastructure to deliver high-quality services. 	X	
Objective 1.2		
<ul style="list-style-type: none"> Assemble time-limited convenings on specific topics determined by the collective that are oriented toward focus, flexibility, action, and accountability. 		X
<ul style="list-style-type: none"> Work with residents, stakeholders, businesses, partners, and other jurisdictions to identify opportunities to generate more living-wage jobs, stimulate the economy, and increase affordable housing options. 		X
<ul style="list-style-type: none"> Develop a shared federal, state, and local advocacy agenda. 		X
STRENGTHEN PATHWAYS TO OPPORTUNITIES		
Objective 2.1		
<ul style="list-style-type: none"> Work with various sectors, unions, and trade associations to increase training opportunities in the skills needed to secure high-quality jobs in health care, technology, green energy, climate/environment, manufacturing, transportation, construction, and other living-wage jobs, and address discriminatory policies and practices that maintain disparities in hiring, pay, and promotions. 		X
<ul style="list-style-type: none"> Create stronger connections between training programs and/or people seeking available job opportunities by developing stronger networks with industries and education institutions to ensure that employment opportunities are available after the completion of training programs. 		X
<ul style="list-style-type: none"> Expand additional supports, mentoring, coaching, and/or job readiness training for populations experiencing barriers in getting hired and/or maintaining employment—for example, those who are justice-involved, youth formerly in foster care, seniors, those who are undocumented, those experiencing homelessness, women in non-traditional jobs, those with language barriers, those who have little or no prior work experience, and others, and evaluate the effectiveness of these supports. 	X	
<ul style="list-style-type: none"> Promote stronger economic activity by examining barriers to entry and solutions at all levels of government, including regulations, taxes, and/or incentives, particularly in marginalized areas. 	X	

Actions	New	To Be Expanded
Objective 2.2		
<ul style="list-style-type: none"> Expand community-led actions and/or incentives for businesses to hire locally to the site of the project/business, with an emphasis on poverty-affected neighborhoods, and to create more local up-skilled living- and high-wage jobs. 		X
<ul style="list-style-type: none"> Study the use of ‘impact-weighted accounts’ that measure and show a company’s financial, social, and environmental performance and their impacts on customers, employees, and the larger community; encourage businesses operating locally to use them if they show promise as a best practice. 	X	
<ul style="list-style-type: none"> Implement efforts to further revise County hiring practices to reduce or remove barriers to employment, streamline the hiring process, and increase entry-level wages, where needed, to ensure that all County jobs start at a living wage. 		X
<ul style="list-style-type: none"> Increase the number of new County contracts that include enough funding to pay living-wage salaries to persons fulfilling the contract terms. 	X	
<ul style="list-style-type: none"> Support the Department of Public Social Services in its initiative to determine how best to help prepare families receiving CalWORKs benefits to get the resources they need to secure living-wage jobs, and expand that initiative to include those receiving General Relief benefits. 	X	
Objective 2.3		
<ul style="list-style-type: none"> Support the expansion of high-quality individualized college counseling and application support, career counseling, and/or vocational training support at schools that meet the interests of the student. 		X
<ul style="list-style-type: none"> Support Community Schools initiatives that promote community engagement, partnerships, and resource development within communities surrounding individual schools. 		X
<ul style="list-style-type: none"> Increase supports for youth attending continuation and/or alternative schools to ensure they can access pathways to postsecondary educational opportunities and/or vocational training programs that meet their interests 	X	
<ul style="list-style-type: none"> Expand options for accessing certificate programs for those interested in pursuing them. 		X
<ul style="list-style-type: none"> Increase opportunities for youth to be connected to mentors, to be exposed to a variety of different professions and fields, and to develop skills and interests early on that may lead to career pathways. 		X
<ul style="list-style-type: none"> Support the expansion of tutoring programs, particularly those serving system-involved youth. 		X
Objective 2.4		
<ul style="list-style-type: none"> Expand one-on-one coaching for people wanting individual assistance on how to navigate opening a business from start to finish. 		X
<ul style="list-style-type: none"> Consider various sources and partnerships that could be available for offering streamlined zero-interest loans or grant opportunities to cover start-up costs, licenses, capacity-building, emergency safety requirements, or needed capital to purchase a business. 	X	
<ul style="list-style-type: none"> Review areas where County license and permit requirements could be streamlined. 		X
<ul style="list-style-type: none"> Identify opportunities to support employee-ownership models. 	X	
<ul style="list-style-type: none"> Increase education to businesses about the benefits of qualifying for, and registering as, a Section 3 Business with the U.S. Department of Housing and Urban Development. 	X	
<ul style="list-style-type: none"> Increase educational opportunities for small businesses on capacity-building, sharing administrative and/or other infrastructure support, and creating cooperative businesses. 		X

Actions	New	To Be Expanded
Objective 2.5		
<ul style="list-style-type: none"> Consider various mechanisms for offering zero interest loans or grant opportunities to people to cover the costs of applying to and necessary supplies for post-secondary school or training/certificate programs, technology requirements, or others. 		X
<ul style="list-style-type: none"> Partner with banks to increase the availability of matched-savings and incentive programs where people can save toward a down-payment for first-time homebuyers, tuition costs for themselves or their children, investment capital, retirement accounts, or other activities that help generate wealth. 	X	
<ul style="list-style-type: none"> Develop a Baby Bonds or Children’s Saving Account program for other vulnerable populations that is similar to the Opportunity LA Children’s Savings Account program that was launched through a partnership with the County, Los Angeles City, Los Angeles Unified School District, and Citibank. 	X	
<ul style="list-style-type: none"> Work with the Department of Consumer and Business Affairs (DCBA) and others to expand access to financial coaching at all ages that includes managing credit, credit repair, debt reduction, savings, and retirement planning; protecting against consumer fraud; foreclosure protection; building wealth and investing; purchasing a home; and establishing financial stability. 		X
<ul style="list-style-type: none"> Work with DCBA and others to increase alternative banking options to discourage the use of predatory lenders and increase enforcement against them. 		X
EXPAND ACCESS TO BASIC SUPPORTS		
Objective 3.1		
<ul style="list-style-type: none"> Work with County departments to determine how and who to administer an emergency support program and what potential funding streams could be used; develop a mechanism for providing the emergency support quickly and incorporate lessons learned from the COVID-19 pandemic. 	X	
Objective 3.2		
<ul style="list-style-type: none"> Work with other cities to consider implementing rent-control policies that include a covenant that increases protections for lower-income tenants and other options for rental market stabilization, and/or that increase the availability and usage of rental assistance, rental subsidies, and housing vouchers. 		X
<ul style="list-style-type: none"> Support existing efforts underway to increase the number of low-income and affordable housing units available in new developments, convert existing buildings into affordable-housing units, assess the possibility of developing a regional land bank model, and expand Tenant Opportunities to Purchase Act efforts. 		X
<ul style="list-style-type: none"> Increase the enforcement of laws that protect against Section 8 voucher discrimination, unlawful evictions, and landlord harassment, and ensure that the proper conditions of apartment buildings and dwellings are maintained. 		X
<ul style="list-style-type: none"> Explore opportunities for housing support to be included as part of enhanced care management in the state Department of Health Care Services’ California Advancing and Innovating in Medi-Cal (CalAIM) program. 		X
<ul style="list-style-type: none"> Support the expansion of the Los Angeles County Development Authority’s ‘Family Self-Sufficiency’ program. 		X
<ul style="list-style-type: none"> Increase assistance for particularly vulnerable populations—former foster youth, those who are expecting or parenting young children, intimate partner/domestic violence survivors, etc.—in securing permanent housing and other supports and benefits. 		X

Actions	New	To Be Expanded
<ul style="list-style-type: none"> Explore new opportunities for ensuring that resources are available in historically under-served neighborhoods and that access to them exists in traditionally 'exclusive' neighborhoods, in compliance with fair housing mandates. 	X	
Objective 3.3		
<ul style="list-style-type: none"> Identify supports that can be used to address 'child care provider deserts,' lack of infrastructure and inadequate facilities, barriers to parents accessing 'upscaled' levels of child care as genuine options, and the availability of extended and week-end hours, particularly for infants and toddlers. 	X	
<ul style="list-style-type: none"> Endorse the use of an early care and education salary scale and compensation standards that are consistent with area living wages and promote positive child-care outcomes, and explore the potential of revenue options that could be used to meet that standard. 	X	
<ul style="list-style-type: none"> Increase training, skill-building, and licensing opportunities for family, friends, and neighbors who provide child care, and support for people who want to become day care providers. 		X
<ul style="list-style-type: none"> Support the Los Angeles County Office of Education and the County's Office for the Advancement of Early Care and Education (OAECE) in developing a plan for maximizing new federal dollars available to expand Early Head Start and Head Start programs, and to implement the state's universal pre-kindergarten program. 		X
Objective 3.4		
<ul style="list-style-type: none"> Identify a plan for the long-term administration of Breathe: Los Angeles County's Guaranteed Income Program. 	X	
<ul style="list-style-type: none"> Expand education and free tax-filing and Individual Taxpayer Identification Number (ITIN) application supports to residents to increase the claiming of the Earned Income Tax Credit (EITC), child tax credit, and other tax credits that often go unclaimed. 		X
<ul style="list-style-type: none"> Evaluate additional sources of debt generated by state/County rules and laws that could be eliminated for low-income families, and consider options for including financial affordability in the calculation of assessing fines and fees. 	X	
<ul style="list-style-type: none"> Increase enforcement of wage-theft laws and expand protections for those making below the minimum wage. 	X	
IMPROVE OUR SERVICE DELIVERY SYSTEM		
Objective 4.1		
<ul style="list-style-type: none"> Collaborating with those with lived expertise and other key stakeholders, co-design and implement a demonstration project across a few departments for how this model could work; identify best practices and lessons learned that would help with scaling it to all departments involved in delivering care. 	X	
<ul style="list-style-type: none"> Expand enterprise-wide mechanisms for sharing case-management data with caseworkers across County departments to improve needs assessments and referrals, care coordination, service delivery, performance monitoring, and tracking outcomes. 		X
<ul style="list-style-type: none"> Support existing efforts to incorporate values, program effectiveness, and maximize and leverage funding into the County's budgeting process. 		X
Objective 4.2		
<ul style="list-style-type: none"> Support the launch and implementation of a new Information, Referral, and Connection (IR&C) platform and electronic Transition-Age Youth (TAY) Centralized Hub that will create an electronic platform for connecting residents to supports in their own communities. 		X

Actions	New	To Be Expanded
<ul style="list-style-type: none"> Identify trusted and relatable formats for sharing resource information across all communities in culturally competent ways, using the IR&C and/or other formats that also address technology and language barriers. 	X	
Objective 4.3		
<ul style="list-style-type: none"> Explore opportunities to simplify and streamline application and re-certification processes, and automate benefit access and distribution where possible. 	X	
<ul style="list-style-type: none"> Develop a public-facing dashboard for tracking how many eligible people are receiving benefits for which they are entitled, and study the reasons for underutilization and any returned unused funding. 	X	
<ul style="list-style-type: none"> Increase supports available for benefit recipients to transition off public benefits and maintain their economic stability, and track the data of how many successfully do so. 	X	

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