

MEASURE J *RE-IMAGINE LA* ADVISORY COMMITTEE

SPENDING PLAN RECOMMENDATIONS
FOR YEAR ONE (FY2021 - 2022)





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Executive Summary

The Measure J Spending Plan outlined in the following report ironically represents both the culmination of hope, dreams, life experiences, expertise and advocacy as well as the beginning of something truly transformative in year one. The recommendations are a mosaic of policies, strategies, programs and interventions developed to effect consequential change in LA County for men and women impacted by the justice system. With this Spending Plan, the Advisory Committee hopes to use this inaugural year of Measure J to take bold action through the decarceration of Men's Central Jail, significant expansion of community based programs through strengthening capacity and direct investment, treatment and support for health conditions in the community instead of behind bars, creation of safe spaces and services for youth and young adults, direct community investment in the most impacted communities, culturally responsive education and economic supports, and the creation of a menu of housing options to help stabilize individuals.

Measure J also aims to address longstanding racial disparities and limited community investments in the most underserved and impacted communities in the County. Over the last ten years we have been working together to reorient L.A. County's justice system. We've worked to collectively reimagine how to center the experiences of those most impacted and harmed by existing systems. But this is only the first step. We know we are ultimately working to lay the groundwork for a reduction in structural racism as a result. The Year One Measure J spending recommendations and the guiding principles behind the spending plan are outlined in the following report.

BACKGROUND

The voters of LA County passed Measure J in November 2020, resulting in the following:

- Amends the County charter, requiring at least 10% of locally generated, unrestricted revenue be reinvested into community development and alternatives to incarceration;
- Prohibits using funds for carceral systems and law enforcement agencies;
- Allots three years for the County to achieve the minimum 10% allocation;
- Sets a deadline for the full set-aside to be in effect by June 30, 2024

DEVELOPMENT OF SPENDING RECOMMENDATIONS

The document explains the Advisory Committee's approach and guiding principles:

- The 21 key objectives and guiding principles informing the work;
- Process for forming the committee, as well as a summary of its work;
- Community engagement, including subcommittee community-based meetings, public comment opportunities, and listening sessions;
- Prioritization of all the subcommittees' recommendations in the spending plan;
- Presentations on quantitative and qualitative data to set context, uplift key issues; and
- Establishment of the work plan which led to the creation of this document;
- Considerations for Future Process

RECOMMENDED POLICIES AND STRATEGIES FOR MEDIUM- AND LONG-TERM CONSIDERATION

This document also recommends policy changes to effect long term systemic shifts:

- Reducing discrimination against people harmed by the justice system;
- Addressing poverty and generational divestment;
- Enabling smaller community-based organizations to access County funds & contracts;
- Dedicating funding to improve access to housing and housing protections
- Growing community land trusts;
- Funding for arts;
- Expanding specialized housing options for impacted populations;
- Expanding hiring and contracting with peer providers with lived experience of incarceration; and
- Addressing the issue of gangs and community violence in LA County

MEASURE J SPENDING PLAN RECOMMENDATIONS

The two overarching areas in which Measure J funds should be directed - Direct Community Investment and Alternatives to Incarceration. These break down further to the following nine categories:

DIRECT COMMUNITY INVESTMENT

1. Youth Development & Education
2. Workforce Development
3. Small Business Development for Minority-Owned Businesses
4. Rental Assistance & Housing Supportive Services
5. Capital Funding (Housing)

ALTERNATIVES TO INCARCERATION

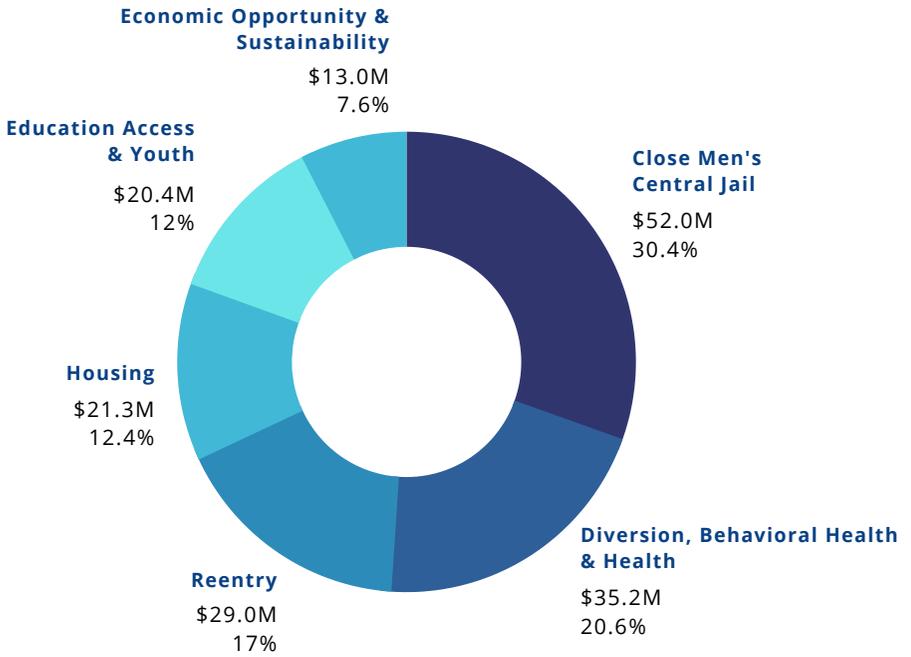
6. Pre-Trial Non-Custody Services & Treatment
7. Community-Based Health Services
8. Non-Custodial Diversion & Reentry Programs
9. Community-Based Restorative Justice Program

The document provides recommendations about how to use, distribute and prioritize Measure J funds with a focus on equity, contracting, and ensuring that 85 percent or more of the dollars go to community based organizations:

- Organizations/Groups and Programs to be Prioritized for Funding
- Grant/Funding Methods and Practices to Distribute Measure J Funds
- Implement Strategies to Ensure Accountability and Transparency
- Create transformative and sustained change to achieve a Care First, Jails last Los Angeles with Impact of Measure J Funding
- Maximize Leverage and Match Opportunities to be Considered with Other Funding Streams to Scale up Measure J programs and interventions
- Ensure Measure J Programs are Culturally Responsive and Proficient

DETAILED SPENDING RECOMMENDATIONS

The spending recommendations total \$170.9M across six categories:







MEASURE J ADVISORY COMMITTEE & SPENDING PLAN DEVELOPMENT PROCESS

GENERAL INFORMATION

BACKGROUND

Over the last ten years, County residents, advocates, elected officials, government actors, philanthropy and individuals with lived experiences have collectively worked to re-orient the County's justice system to center the experiences of those most impacted by incarceration and structural racism and begin the work of reimagining the justice system. In February 2019 this work manifested in the convening of system impacted individuals, community and system stakeholders, advocates, and philanthropy to form the Alternatives to Incarceration (ATI) Work Group.

The ATI Workgroup was tasked with developing a "concrete plan to increase the availability of treatment options and alternatives to custody while preserving public safety, including special consideration for justice-involved subpopulations and a description of the kind of program and type of facilities needed; a plan for how to establish these facilities; the County staff needed to implement the programs, an estimate of the funding needed to implement the programs; a survey of current and potential sources of current and potential sources of funds; and any legislative and policy changes that may be needed to advocate for them."

On March 10, 2020, the ATI Work Group presented their Final Report and set of recommendations to the Los Angeles County Board of Supervisors (Board of Supervisors) which used a modified Intercept framework to address the intersection of the criminal justice, health, social service, and community-based systems to create a Care First, Jails Last paradigm shift in Los Angeles County. The Board of Supervisors adopted the ATI Workgroup's five overarching strategies and prioritized just over two dozen of the 118 recommendations for review and analysis.

During the summer of 2020 a group of community organizations and advocates came together and developed a coalition of stakeholders with the goal of placing an initiative on the November 3, 2020 ballot aimed at addressing the longstanding racial disparities and limited community investments in the most underserved and impacted communities in the County. The ballot measure aimed to create a sustained revenue source to fill the systemic funding allocation gap in the County's budgeting process for Alternatives to Incarceration and Direct Community Investment in low income, Black and Brown communities for jobs, housing and health.

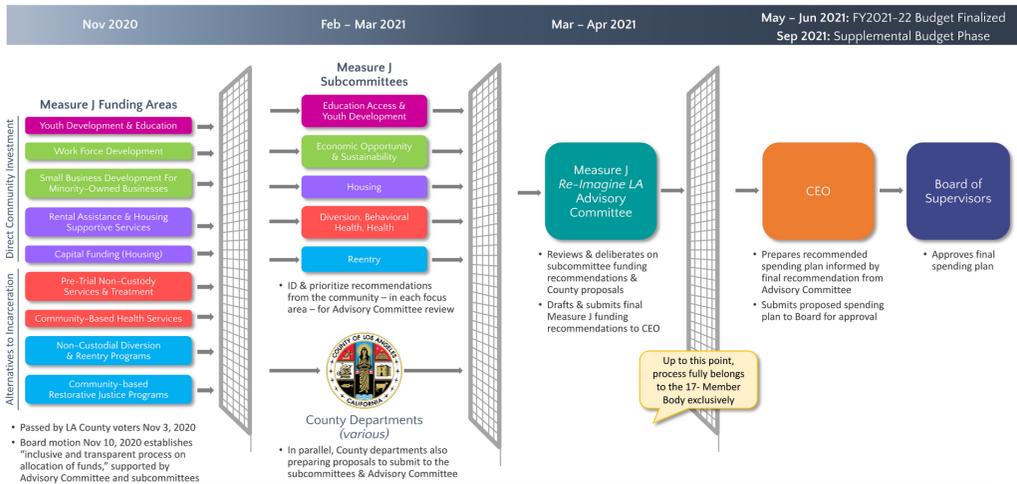
Measure J was placed on the ballot and was passed by the voters in November 2020. It amends the County Charter to require at least 10% of locally generated unrestricted revenue be invested into communities and alternatives to incarceration to address the impact of racial injustice – in particular, within the criminal justice system.

In addition, Measure J prohibits using these funds for carceral systems and law enforcement agencies. The County was allotted three years to achieve the minimum allocation of 10% percent, with the full set-aside to be in effect by July 1, 2024.

One week following the passage of the ballot measure, on November 10, 2020, the Board of Supervisors adopted a motion to establish an inclusive and transparent process for allocating funds as outlined in Measure J and established a 17-member Re-Imagine LA Advisory Committee (Advisory Committee).

The motion tasked the Advisory Committee to work in coordination with the LA County Chief Executive Office’s (CEO) Alternatives to Incarceration (ATI) and Anti-Racism, Diversity and Inclusion (ARDI) to develop the Measure J spending plan.

MEASURE J PROCESS FLOW





FORMATION OF ADVISORY COMMITTEE

The 17-member Re-Imagine LA Advisory Committee was formed by the Board of Supervisors in December 2020. The Advisory Committee was tasked with ensuring that the Measure J spending allocation recommendations were informed by robust community participation through a racially equitable inclusive, transparent and data-driven process with multiple opportunities for community participation.

The Advisory Committee is comprised of the following members:

1. Five Advisory Committee Members Appointed by each Board of Supervisor Office
2. Five Representatives from County Departments of Mental Health, Health Services, Public Health, Office of Diversion and Reentry and Substance Use Prevention and Control
3. Five Individuals with Lived Experience
4. Two Labor Representatives

The first Advisory Committee meeting was held on December 17, 2020 with 12 of the 17 members who were appointed by the Board of Supervisors. The method to select the five individuals with lived experience began through an application process that garnered more than 120 submissions.

The 12 Advisory Committee members reviewed the applications and ranked each application in accordance with criteria related to their direct and indirect contact and impact with the criminal justice system. Five names and five alternates were randomly selected from the weighted pool of 50 applicants during the Advisory Committee meeting.

The five individuals selected were reviewed by the ATI Office to ensure they met the eligibility rules as outlined in the Board of Supervisor's December 10, 2020 motion. One individual was determined to be ineligible and was replaced by an alternate. The first meeting of the full 17-member Advisory Committee took place on January 14, 2021.

2021-2022 ADVISORY COMMITTEE

Board Appointees

Veronica Lewis, Chair
SSG/HOPICS

George Andrews
NAACP, Antelope Valley Branch

Eunisses Hernandez
La Defensa, JLA Coalition

Dr. Robert Ross
California Endowment

April Verrett
SEIU, Local 2015

County Department Leads

Dr. Jon Sherin, Vice Chair
Department of Mental Health (DMH)

Judge Peter Espinoza (ret)
Office of Diversion & Reentry (ODR)

Dr. Barbara Ferrer
Department of Public Health (DPH)

Dr. Christina Ghaly
Department of Health Services (DHS)

Dr. Gary Tsai
Substance Abuse Prevention & Control (SAPC)

Lived Experience Members

Mandie Dixon
A New Way of Life Reentry Project

Ta (Duc) Huynh
API RISE

Roberto Luca
Mass Liberation

Hector Ramirez
Disability Rights California
National Disability Rights Network

Bill Tarkanian
LA Center for Alcohol & Drug Abuse (LACADA)

Labor Representatives

Daniel Langford
Southwest Regional Council of
Carpenters

Bob Schoonover
SEIU, Local 721





DEVELOPMENT OF RECOMMENDED PRIORITIES AND STRATEGIES

COMMUNITY ENGAGEMENT

The Advisory Committee strongly values broad and meaningful input from community members, people who have been impacted by the system, and community/faith-based organizations. Given that, considerable effort was made within the abbreviated time frame to incorporate opportunities for individuals to share their experiences and challenges with current structures as well as ideas, hopes and strategies for how Measure J funds can be most effectively used to improve the lives and conditions of those most impacted by the justice system and systemic racism; in particular in low income communities of color.

The Advisory Committee utilized three main mechanisms to engage and receive input from the community: subcommittee community-based meetings, public comment opportunities, and listening sessions.

Subcommittees and Community Meetings

In accordance with the November 10, 2020 Board of Supervisors Motion and to encourage broad community input, the Advisory Committee formed five subcommittees to discuss and develop Measure J spending recommendations. In January 2021 the following five subcommittees were formed: Reentry; Diversion; Behavioral Health, and Health; Economic Opportunity and Sustainability; Education Access and Youth Development; and Housing.



Economic Opportunity



Diversion, Behavioral Health & Health



Education Access & Youth Development



Housing



Reentry

From Advisory Committee Elected by Subcommittee

Daniel Langford

SW Regional Council of Carpenters

Eunisses Hernandez

La Defensa, JLA Coalition

Mandie Dixon

A New Way of Life Reentry Project

Bill Tarkanian

LACADA

Roberto Luca

Mass Liberation

Ivette Alé

Dignity and Power Now, JLA Coalition

Brain Kaneda

CURB, JLA Coalition

Anthony Robles

Youth Justice Coalition, JLA Coalition

Sophia Li

Brilliant Corners, JLA Coalition

Raymundo Zacarias

Coalition for Engaged Education, JLA Coalition



Each Subcommittee was led by two Co-Chairs who, in consultation with a consulting team, would lead discussions and facilitate an inclusive process for all attendees. One Co-Chair was a member of the Advisory Committee and appointed by the Advisory Committee Chair; and one Co-Chair was elected by and from the community at large. The Co-Chairs were supported by a consulting firm hired by the ATI Office to help organize, coordinate, facilitate and document all Subcommittee meetings and outputs. The Co-Chairs each committed more than 60 hours of their time to prepare, coordinate, facilitate and discuss Subcommittee meetings.

Subcommittee discussions and recommendations were developed with a racial equity lens using a tool provided to the Co-Chairs and consultant firm by ARDI. In addition, the Advisory Committee directed the Subcommittee Co-Chairs to uplift and consider the following Through Lines, at the core of Measure J, across all categories:

1. Racial and Gender Equity
2. Focus on Black, Indigenous and People of Color with specific focus on black small owned businesses
3. Alternatives to incarceration and Jail Reduction
4. Housing
5. Infrastructure and Contracting
6. Youth-Focused Responsive Efforts
7. Preventative Health
8. People with Disabilities
9. Equitable Geographic Distribution

The five Subcommittees held five two to three-hour meetings each and met consecutively for 5-6 weeks for a total of 25 meetings and more than 75 hours of community sessions. More than 5,170 people participated in the subcommittee meetings from March through April 2021 with attendance size averaging 180 participants per session. The sessions were open to the public and conducted using a video/call platform. Meeting participants were also provided with opportunities to discuss ideas and recommendations in smaller group breakout sessions.

The final recommendations provided by the Subcommittees were reviewed and voted on by community members prior to submission to the Advisory Committee. **All of the recommendations from the community driven Subcommittee process have been prioritized by the Advisory Committee in this Spending Plan.**

Public Comment

The Advisory Committee meetings consistently provided opportunities for participants to make public comments on all matters on the agenda immediately after discussion from the Advisory Committee members and prior to any formal action being taken. The insights and perspectives offered during public comment regularly prompted additional discussion and thoughtfulness amongst the Advisory Committee members. More than 125 public comments were received during this process; and 400+ written public comment were also submitted to the Advisory Committee.

Listening Sessions

Prior to the completion of this inaugural Measure J Spending Plan, the Advisory Committee hosted two virtual Listening Sessions to provide the community at large with an opportunity to weigh in on the draft Spending Plan. The Sessions were structured to allow for more community discussion and extended comment times. The two sessions were conducted on May 20th and 21st, 2021 and had 225 participants.

Outreach Strategy

The Advisory Committee leveraged existing email distribution lists connected to the massive interest and previous participation in the ATI Workgroup process. All communications about the Advisory Committee, Subcommittees or other meetings were sent out via email weekly by the ATI Office using their email distribution list which consists of over 1000 email addresses.

Individuals were encouraged to share meeting information with their networks and email distributions channels and were especially encouraged to contact community members who may not have had internet access. All information and materials related to Advisory Committee meetings and progress were also made available on the Measure J website.





ADVISORY COMMITTEE SPENDING PLAN DEVELOPMENT PROCESS

Advisory Committee Objectives and Guiding Principles

The LA Advisory Committee adopted the following 21 key objectives and guiding principles to govern its discussions, decision making and overall process.

These objectives were the Advisory Committee's guard rails to ensure that the essential themes and spirit of Measure J resonated throughout the development of this spending plan.

1. Meaningful incorporation of a Racial Equity Lens to Reduce Disparities
2. Decarcerate Jails and Reduce the Number of People Being Incarcerated
3. Prioritize Funding Community Based Intervention and Strategies to Close Men's Central Jail
4. Zero Net Job Loss or Unemployment
 - Create Pathways for Gaining and Sustaining Employment
 - Mitigating loss of employment (FTEs) as a result of the shifting budget allocations to fund Measure J and or
 - Data and tracking to capture net employment outcome as a result of Measure J shifts (i.e. County reduction in employment netted against increased jobs created in other sectors or private agencies)
5. Reduce and Eliminate Under-Employment
 - New jobs created have appropriate and access to unions when applicable
6. Ensure that harm is not done to Black and Brown Communities because of this Measure J process
7. Expand the Capacity of the Office of Diversion and Reentry to Scale-up Effective Diversion and Reentry Programs
8. Strengthen and Scale Up the Substance Use Disorder System
9. Expand and Strengthen Prevention Efforts
10. Incorporate the experiences and needs of Ex-Gang Members to inform non-carceral programs

11. Focus on Communities with High Rates of Violence
 - Reduce Gang and Street Violence
 - Expand prevention programs and community based public safety initiatives
12. Increase the Capacity of and Access to Community Based System/Programs
 - For People Returning Home
 - To reduce recidivism for people who are already in the community
13. Strengthen Capacity and Community Based Resources in Neighborhoods that have experienced significant divestment
14. Behavioral Health Equity
 - Community Driven/Designed Programs
 - Menu of BHS services to meet all needs
 - Focus on Peer Based support
 - Harm Reduction Strategies
15. No Wrong Door Approach
16. Uplift the Youth Development, Programs and Strategies
17. Foster and Cultivate opportunities to Empower Youth and Include them in the Decision-Making Process
18. Creating Mechanisms to Improve Access to Measure J Funds for groups who cannot usually access Government funding
19. Geographic Equity
20. Using Person-Centered Language and Individuals Preferred Gender Pronouns
21. Meaningful Community Engagement that is Transparent and Respectful with Sufficient Resources to Support the Engagement





Presentations on quantitative and qualitative data

The Advisory Committee hosted several presentations to help frame the issues, key considerations, level setting as well as hear about personal experiences from individuals with lived experience. The presentations were designed to provide additional context and insights for the Advisory Committee and participants. Some of the presentations included information on the Justice Metrics Framework, Racial Equity Framework, and Measure J Year One Funding Methodology and a panel discussion on uplifting the Voices of Impacted Black, Indigenous and other People of Color.

Establishing a Work Plan

At its inception, the Advisory Committee was tasked with developing a recommended spending plan to present to the LA County Chief Executive Office (CEO) by April 30, 2021. In response to the abbreviated timeline to create, execute and complete a work plan the Advisory Committee, along with the ATI Office adopted an effective and concentrated strategy to incorporate as much community participation as possible, cultivate thoughtful discussions, complete a subcommittees process, review all proposals and recommendations and draft the spending plan.

To accomplish this the Advisory Committee added seven (7) additional meetings to its schedule including 12 consecutive weekly meetings from March through June 2021. The Advisory Committee members developed a work plan to review, discuss and prioritize 200 subcommittees' recommendations and County proposals which included development of a ranking sheet that was based on the 21 Guiding Principles. The ranking sheets were completed by Advisory Committee members and aggregated to determine which recommendations/proposals were initially categorized as high, medium or a low priority for the Year One spending plan.

These categories were color coded and reviewed during public Advisory Committee meetings as a prompt for discussions about which strategies committee members wanted to prioritize. The Advisory Committee formally voted to approve the top priorities for all five categories: Reentry; Diversion; Behavioral Health, and Health; Economic Opportunity and Sustainability; Education Access and Youth Development; and Housing. Subsequently, the Advisory Committee further narrowed the final priority strategies for Year One Measure J allocations as shown in this suggested detailed Spending Plan (Attachment A).

CONSIDERATIONS FOR FUTURE PROCESS

COMMUNITY ENGAGEMENT PROCESS & OUTREACH

The process to develop the Year One Measure J recommended spending plan involved more than 400 community members and the Subcommittee process was largely driven by an array of stakeholders connected to people who are system impacted.

Even still, the Advisory Committee received extensive feedback and comments from the community at large requesting that the Members explore ways to have more meaningful community participation and greater equity between County Departments and Community recommendations.

The Advisory Committee received a formal letter signed by more than a dozen black leaders expressing their concern about black voices not being adequately represented during the subcommittee and community meetings process. The letter provided specific recommendations to improve the community engagement process moving forward. On March 18, 2021 the Advisory Committee passed a motion to adopt the recommendations and work towards implementation of the following two strategies:

- Conduct intentional outreach to Black Los Angeles residents using community and faith-based organizations and leadership to gather input on needs that can be addressed in the scope of the Measure J programs. Outreach should include but is not limited to: surveys, town hall meetings and canvassing; and
- Ensure people who can speak to the Black experience in Los Angeles County through their work and or through lived experiences are sought out for participation at subcommittee meetings and any other gathering for Measure J as the process moves forward.

In addition, the Advisory Committee hopes to improve engagement and outreach to Native, Native American and Tribal communities namely, the San Gabriel Band of Gabrieleño-Tongva, Fernandeño Tataviam Band of Mission Indians, as well as the Chumash and Acjachemen tribal communities; Immigrant and Refugee Communities including Asian and Black immigrants; youth and young adults; the faith community; and people who are monolingual in Spanish and other languages. More broadly, the Advisory Committee plans to improve its outreach to ensure that impacted people who are not connected to organizations or coalitions are informed about Measure J and the ways to participate in the community engagement processes.





The Advisory Committee also plans to revisit the Subcommittee structure in addition to further exploring those meetings as the primary mechanism for community input. The Advisory Committee will also consider all the options available for its Members to have more participatory community engagement that allows for discussions with stakeholders either within or beyond the limitations of Brown Act.

TIMELINE TO DEVELOP SPENDING PLAN RECOMMENDATIONS

Due to the timing of the general election, formation of the Advisory Committee, and LA County budget cycle the process to complete Year One Measure J Spending Plan was extremely challenging and difficult. The time allotted to the Advisory Committee, and thereby subcommittees, to develop a work plan, implement the work plan, provide space for community engagement, receive and review recommendations and other data, and complete the Plan was done within less than four months.

The abbreviated timeframe resulted in disjointed and separate processes of collecting recommendations from the community and County Departments- which created tension and exacerbated distrust about LA County's commitment to a meaningful community engagement effort. Moving forward, the Advisory Committee will work to integrate the two processes and develop a standard application format/template to ensure that all recommendations are submitted in the same way. Additional support will also be provided to the Subcommittees and community to better understand how to attach dollar amounts to proposed services and programs.

The commitment from Advisory Committee Members, Subcommittee Co-Chairs and participants, the community at large who attended meetings, and the ATI Office is impressive given the countless hours all these stakeholders spent on this effort. While impressive, it was also very taxing and may have inadvertently left some key stakeholders out of the process. Given that, the Advisory Committee plans to develop a more appropriate and thoughtful work plan and timeline before September 2021.

STAFF SUPPORT FOR MEASURE J

The Advisory Committee recommends that at least three (3) dedicated staff persons be assigned to solely support the work of the Advisory Committee and Measure J. The ATI Office provided a great deal of administrative and other support to the Chair, Subcommittees and Members at Large. However, this process had made it evident that dedicated staff is needed to move this work forward. One of the staff persons would primarily focus on coordination of community engagement.





RECOMMENDED POLICIES & STRATEGIES

In addition to specific community-based programming strategies and interventions described later in this report, the Advisory Committee also reviewed and discussed important policy changes needed to effect long term systemic shifts to create and sustain an LA County infrastructure designed to uplift Care First, Jails Last.

The strategy and policy recommendations below are with consideration for the iterative process that the Board of Supervisors will need to utilize to achieve the intended long-term impact

1. ***REDUCE DISCRIMINATION against those who have been criminalized, convicted, or incarcerated*** through the following actions:
 - Support ban the box policies
 - Reimagine drug test and drug use policies by training employers on harm reduction and eliminating barriers for employment related to drug use
 - All contracted agencies receiving Measure J funds must have gender identity policies in place
 - Reduce employment related barriers to individuals who have been charged with Driving under the influence (DUI)
 - Clear convictions
 - Levy fines against businesses for Fair Chance violations and give victims 50 percent
 - Tax credits to small businesses hiring formerly incarcerated people
 - Move health and social programs out of law enforcement and into community-based programs
 - Change court policy of prioritizing release and diversion for non-violent crimes

2. ***ADDRESS POVERTY & GENERATIONAL DIVESTMENT – Reparations, Land Trusts and Universal Basic Income*** through the following actions:
 - Reparations
 - Engage tribal nations and Black communities in community land trusts
 - Universal basic income





3. ADDRESS POVERTY & GENERATIONAL DIVESTMENT - Transition plan to shift funding from law enforcement:

- Develop a just transition plan to shift funding and resources out of law enforcement and into jobs that support community wellness. A just transition is a model that support shifting from an extractive economy to a regenerative, "green" economy. This model provides LA County with the blue-print to transition from a punitive system to a Care First system.
- Understanding that employment is lifesaving, and believing that workers deserve to be employed in positions that care for and restore communities, the County's establishment of a just transition plan will help individuals currently employed in law enforcement and transitioning out of incarceration obtain living wage employment that addresses gaps in health and human services, as well as growing emergency response needs due to climate change and COVID-19.

4. ADDRESS POVERTY & GENERATIONAL DIVESTMENT through Participatory Budgeting:

- Develop a process for Participatory budgeting that supports the equitable distribution of Measure J funding: Since Measure J was passed by the voters Los Angeles now has the opportunity to include the broader community, especially those most impacted by incarceration, in a participatory budgeting process that supports the equitable distribution of Measure J funding and lays a framework for our County budget processes to utilize through all funding sources that have the potential to be invested in the most highly impacted communities.
- Participatory budgeting (PB) is a process of democratic deliberation and decision-making, in which community members decide how to allocate part of a municipal or public budget. Participatory budgeting allows community members to identify, discuss, and prioritize public spending projects, and gives them the power to make real decisions about how money is spent. PB processes are typically designed to involve those left out of traditional methods of public engagement, such as low-income residents, non-citizens, and youth.

5. *REDUCE BARRIERS for small Community Based Organizations (CBOs) to receive County funding and ensure equitable County contracting:*

- Develop the process to access and obtain Measure J funds simple and standardized without onerous requirements
- Support organizations to meet County insurance requirements
- Ensure equitable contracting and procurement
- Change County contracting processes to prioritize CBOs led by Black people and those impacted by the circular system
- Eliminate the need to leverage funds to cover administrative costs for smaller organizations
- Provide advance payments to agencies at the start new contracts/contract years to prevent cash flow issues. Allow grant administrators to build in mechanisms to provide advances as needed for cost reimbursement contracts that do not issue payments within 30 days of providers invoice submissions
- Create an advisory council to increase transparency of the County contracting process
- Require local hiring with living wages agreements as a part of all County contracts with private sector companies
- Include living wage agreements as a part of all CBOs

6. *DEDICATE FUNDING to Implement Tenant Opportunity to Purchase Act including Expansion of Stay Housed L.A launched in September 2020 - using federal American Recovery Program dollars received by LA County as the primary resource to PROVIDE:*

- Eviction defense for low-income residents facing potential eviction and/or homelessness due to financial hardship
- Full-scope and limited-scope free legal representation to tenants facing evictions
- Short-term rental to aid tenants in stabilizing their housing before, during, or after the conclusion of a unlawful detainer case
- Security deposit, first month's rent, utilities, and/or relocation assistance
- Outreach & Education, including Know Your Rights workshops
- Community centered, multilingual campaign targeting tenants via outreach conducted by community-based organizations, nonprofits, faith-based organizations, and other cities and agencies





- Wraparound and supportive services to help tenants maintain housing stability during or after participation in the EDP.
- 7. DEDICATE FUNDING to provide Critical COVID-19 Rental Forgiveness and Eviction Prevention** using federal American Recovery Program dollars received by LA County as the primary resource- to provide: Rental assistance to vulnerable residents in the form of rent forgiveness targeted for people who were excluded from or had limited access to federal relief packages, such as formerly incarcerated people and Los Angeles’s undocumented community.
 - 8. DEDICATE FUNDING to Scale Infrastructure for Permanent Affordability**
 - The Board of Supervisors is encouraged to introduce Tenant Opportunity to Purchase Act legislation to strengthen anti-displacement mechanisms in communities most impacted by housing insecurity and enable tenants to purchase their unsubsidized affordable housing.
 - Implementation funding would be utilized for tenant outreach and capacity building for community land trusts to disseminate program information and provide technical assistance to support the acquisition of housing units and tenant purchase.
 - Due to the historical context LA County should ensure that consultation with and meaningful participation from Native and Tribal communities as a part of the land community land trust effort.
 - 9. DEDICATE FUNDING to Grow Community Land Trusts**
 - Fund Los Angeles County Community Land Trust’s acquisition and rehabilitation of unsubsidized affordable housing, funding operations of existing community land trusts. Community land trusts are member-led community-based organizations, mission driven to steward permanently affordable housing for their neighborhoods.
 - The five community land trusts should be required to maintain Black and people of color leadership, have two-thirds of board of directors for the land trusts be comprised of residents, and represent historically redlined and disinvested regions such as South Central and South East LA, Boyle Heights, East LA, and East Hollywood.
 - Due to the historical context LA County should ensure that consultation with and meaningful participation from Native and Tribal communities as a part of the land community land trust effort.

10. DEDICATE FUNDING for Arts

- The Advisory Committee engaged in extensive discussions about what programs and strategies to prioritize for the limited Measure J funding amount in Year One. The spending plan includes recommendations for two programs focused on art related services and interventions. The Advisory Committee, however, recommends that the Board of Supervisors increase community investments into the arts from other funding streams to support youth development, reentry, and behavioral health services.

11. EXPAND Specialized Housing Options for Impacted Populations

- Expand population-specific housing solutions that create housing opportunities for subpopulations that have been disproportionately harmed by historic and systemic racism and/or the criminal justice system, including but not limited to: Black people, Native Americans, Youth/Transition Age Youth, transgender and gender non-conforming people, gay/lesbian/queer people, and young mothers/pregnant women, particularly Black women.
- Expand and leverage funding for existing Interim Housing, Rapid Rehousing, and Permanent Supportive Housing programs that are specifically for individuals impacted by the carceral system.
- Any interim housing funded by Measure J should be tied to and include a pathway to permanent housing.
- Any programs funded must allow for new or alternative referral pathways separate from law enforcement and/or Probation and identify persons being diverted from and/or exiting the carceral system as primary target populations.

12. EXPAND Hiring and Contracting with Peer Providers with Lived Experience of Incarceration

- Increase the number of community health workers and peer providers who are individuals with lived experience of incarceration to provide release planning and linkage to community services for individuals in LA County jails experiencing chronic or complex medical condition, mental illness, substance use disorders and/or homelessness.





13. ADDRESS the Issue of Gangs and Community Violence in LA County

- Advocate for policy change to address the biased and inequitable practices related to the CalGang® database and its impact on how gang enhancements are used.
- Create spaces to involve individuals who are impacted by gangs to develop and implement strategies to reduce community violence and further develop gang prevention programs.

14. REDUCE barriers to expanding syringe exchange and safe disposal by modifying current policies and practices used to add new providers:

- Syringe access and safe disposal are evidence-based public health strategies to promote disease prevention among people who use drugs (PWUD) and people who inject drugs (PWID), and increase options to live a healthier, safer life. There are barriers to expanding syringe access that need to be addressed, including: current approval processes that are complicated; limited access to a few program sites in the County rather than field-based access; and lack of widespread access geographically across the County.
- We recommend that LA County simplify the application process to allow more providers to operate syringe exchange and safe disposal programs through field-based engagement and designated sites; and ensure equitable placement of new programs and sites across the County.





MEASURE J SPENDING PLAN RECOMMENDATIONS

In accordance with the Board of Supervisors motion that established the Measure J Revenue Allocation process on November 10, 2020 the funds should be dedicated to two overarching areas: Direct Community Investment and Alternatives to Incarceration. The primary goal of the Direct Community Investments is to significantly fund and resource low-income communities that have experienced divestment to increase investment in housing, living wage jobs, and health and wellness. The Direct Community Investment includes five categories: 1) Community-based youth development programs; 2) Job training and jobs to low-income residents focusing on jobs that support strategies from the ATI Work Group- with a focus on construction jobs tied to the expansion of the following: a decentralized system of care, affordable and supportive housing, and restorative care villages; 3) Access to capital for small minority-owned businesses with priority for Black-owned businesses; 4) Rental assistance, housing vouchers and related supportive services to people who are unhoused or at risk of housing; and 5) Capital funding for a menu of housing interventions, including: transitional housing, affordable housing, supportive housing and restorative care villages with priority for shovel-ready projects.

The Alternatives to Incarceration Measure J investments are designed to implement the Board's vision of Care First, Jails Last in accordance with the adopted priority recommendations from the ATI Work Group. The Alternatives to Incarceration area includes four categories: 1) Community-based restorative justice programs; 2) Pre-trial non-custody services and treatment; 3) Community-based health services, health promotion, counseling, wellness and prevention programs, and mental health and substance use disorder services; and 4) diversion and reentry programs (non-custodial) including housing and services.

LA County Voters approved
MEASURE J
in the November
2020 Election

Measure J mandates at least **10%** of the County's locally generated, **UNRESTRICTED** funding be appropriated towards **DIRECT COMMUNITY INVESTMENT & ALTERNATIVES TO INCARCERATION**

LA County has 3 years to build up to the **10% TARGET**, so that by FY 2024-25 the full 10% allocation is incorporated annually

RESTRICTED FUNDS refer generally to \$\$ required to finance mandatory fixed costs over which County lacks discretion (e.g., legal settlements, debt service payments, public assistance, contractual agreements, and others)

DIRECT COMMUNITY INVESTMENT

1. Youth Development & Education
2. Workforce Development
3. Small Business Development For Minority-Owned Businesses
4. Rental Assistance & Housing Supportive Services
5. Capital Funding (Housing)

ALTERNATIVES TO INCARCERATION

6. Pre-Trial Non-Custody Services & Treatment
7. Community-Based Health Services
8. Non-Custodial Diversion & Reentry Programs
9. Community-Based Restorative Justice Program



The Advisory Committee's recommended Spending Plan comprehensively addresses all the above categories with thoughtful and culturally responsive strategies to provide a holistic and intentional support, in the community, through:

1. **DECARCERATION** through effective diversion and reentry services;
2. The **CREATION OF SAFE SPACES** that serve as Hubs for people to directly connect to key services at one place;
3. **GENDER-FOCUSED SUPPORTS** for black and brown cisgender women and transgender or non-binary individuals;
4. **YOUTH-FOCUSED SERVICES** to meet the needs of the whole person;
5. A menu of both **TEMPORARY AND PERMANENT HOUSING INTERVENTIONS**;
6. Investment in **ECONOMIC DEVELOPMENT STRATEGIES** that produce thriving families and communities; and **COMMUNITY-BASED TREATMENT AND CARE**.

In Los Angeles County there are dozens of groups and organizations who have been serving individuals returning home for decades. Many of those agencies were founded and are led by Black, Brown, Indigenous and other People of Color, individuals who've returned home themselves, and people who are system impacted.

Often, these peer-based programs are very effective and culturally relevant in all forms to their participants. One of the key challenges that surfaced repeatedly throughout the community engagement process is the difficulty many of these groups have accessing and or maintaining sustained funding from local government to continue and expand their community based services, including an inability of non-federally recognized tribal communities to access resources.

The County currently has several effective ATI related programs that the Advisory Committee recommends be expanded through strengthening the capacity and number of agencies or groups that are a part of the service delivery system to realize Care First, Jails Last.

In addition, the Advisory Committee offers recommendations for the County to take concrete steps to build or rebuild trust with the stakeholder community; increase and improve accountability and transparency through data sharing and tracking of revenue, funding, resource allocation, outcomes and evaluation; and build on the existing public-private collaborations that have been effective to serve people in need in a meaningful way.

The Advisory Committee recommends the strategies described below, which were suggested by all the community driven Subcommittees, be used to allocate and distribute Measure J funding in Year One and beyond to guide the following decisions by the County:

- Which organizations, groups and programs should be **PRIORITIZED** for funding;
- The mechanism for and entities responsible for grant funds administration and **DISTRIBUTION TO COMMUNITY PROVIDERS**;
- The way Measure J funds should create **LASTING IMPACT**; and
- Explore all **LEVERAGING OPPORTUNITIES** available through local, state and federal dollars to fully fund the Care First, Jails Last and Youth Re-Imagined systems, maximize the use of Measure J funds, and ensure LA County is not using Measure J funds to supplant other resourced programs.





RECOMMENDATION 1.0: ORGANIZATIONS/GROUPS & PROGRAMS TO BE PRIORITIZED FOR FUNDING

The Advisory Committee recommends that the following people, agencies and programs be prioritized for Measure J funding. For example, prioritization may be accomplished through targeted funding initiatives that focus on specific communities, zip codes that consist of economic disadvantaged neighborhoods, and or the assignment of bonus points in scoring for competitive funding proposals processes.

1.1 People and Communities to be Prioritized for Measure J Funding

- Measure J funding should prioritize communities and programs focused on people who are impacted by systemic and mass incarceration from the following groups: Black, Indigenous, People of Color, Black women, Reentry community, Two-spirit, Trans, Gender non-binary, Queer, people with disabilities, young people, immigrants, people living in areas in the County that have been underserved or neglected.
- Black communities, Black-led organizations and Black-owned business are the highest priority in Measure J.
- People who are gang related or impacted
- Transition-age youth
- Areas of highest need according to the Justice Equity Needs Index (JENI) and Justice Equity Supply Index (JESI)
- Older adults who are formerly incarcerated
- Gabrieleño-Tongva, Fernandefio Tataviam, Chumash and Acjachemen tribal communities
- Immigrant and refugee communities (including Asian and Black immigrants)
- People with disabilities and non-apparent disabilities
- People living with mental health conditions

1.2 Organizations and Program Types to be Prioritized for Measure J Funding

- Programs and organizations funded by Measure J should be led by, staffed by and serve people who are most impacted by systemic racism- including individuals connected to or impacted by gangs.
- Measure J funding should provide both immediate and long-term support that facilitates community reentry, integration, prevention, and an individual's ability to thrive





- Funded organizations should share Measure J and ATI values and employ formerly incarcerated people.
- Programs and services should meet the multiple and co-occurring needs of community members who are experiencing systemic racism, incarceration, and reentry. This includes wraparound services, coordination of services, support with service navigation, and working in collaboration with other entities and partners.
- Programs and services should have an approach that is trauma-informed, culturally rooted and healing centered and that incorporates harm reduction approaches.
- Programs and services should have an approach that is trauma-informed, culturally rooted and healing centered and that incorporates harm reduction approaches.
- Funded programs should demonstrate the ability to achieve outcomes, have a track record of success; and have systems and practices to evaluate outcomes.
- Measure J funds should not support any organization or County program that works directly or closely with law enforcement, probation, and or parole.

RECOMMENDATION 2.0: GRANT/FUNDING METHODS & PRACTICES TO DISTRIBUTE MEASURE J FUNDS

To truly Re-Imagine the County's justice system, and create a sustainable Care First, Jails Last system, the County must move forward on several fronts simultaneously: develop and implement multiple policy changes; prioritize the expansive growth of existing services, addition of new program types, and modification of current programs informed by community input from people with lived experience; and significant growth and expansion of the service provider network.

The recommendations below were developed and approved by the community-driven Subcommittees and provide a clear pathway to do the latter by building the capacity of existing providers through meaningful technical assistance and support, reducing and or eliminating barriers to access grant dollars, and re-imaging contracting processes and requirements to develop equitable funding distribution for service providers.

- 2.1 Infrastructure for Third Party Administrator(s) should be developed for Measure J funding. The establishment of an alternative funding mechanism will provide opportunities for community-based organizations and tribal communities to access funding and remove barriers connected to directly contracting with the County - in particular, for agencies with an annual budget of less than \$1.5 million.

- 2.2 Programs funded through Measure J should distribute no less than 85 percent (85%) of the allocated dollars directly to community-based organizations.
- 2.3 Contracting requirements for LA County Departments involved with implementation of Measure J funds should be reviewed and modified to remove unnecessary administrative burdens and compliance requirements.
- 2.4 Providers who are unable to meet LA County's cost prohibitive insurance requirements should be provided with subsidies to offset the cost of doing business with the County.
- 2.5 A Stakeholder Advisory Board, like the RHAC, should be identified to be a decision-maker and advisor in the granting, distribution, and accountability of Measure J funds.

RECOMMENDATION 3.0: IMPLEMENT STRATEGIES TO ENSURE ACCOUNTABILITY & TRANSPARENCY

The Advisory Committee recommends that the County take the following steps to improve accountability and transparency, to strengthen trust and rapport with community members, stakeholders and organizations invested in Care First, Jails Last.

- 3.1 Establish mechanisms to have consistent and clear communication, accountability, and transparency with the community as it pertains to Measure J revenue allocation methodology, spending plan final decisions, and funding allocations, and grant funds utilization.
- 3.2 Establish clear mechanisms to have consistent and clear communication, accountability, and transparency with the community as it pertains to Measure J , and program evaluation and outcomes data, including:
 - 3.2.1 Outcomes-based reporting to show that the people who needed help received, including data and tracking for funds issued, participants, and outcomes for the priority populations and communities in Recommendation 2.0;
 - 3.2.2 Surveys and assessments to identify needs and individual career fit and accountability and report backs to community on this data.



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- 3.3 Address culture of prejudice that promotes anti-Blackness, mental health stigma, and transphobia; data and research studies around the experiences of women, people who are transgender or non-binary, and those at multiple intersections of marginalization.
 - 3.4 Develop a dashboard to share real time information about all of the items described in section 2 above.
 - 3.5 Develop strategies with meaningful community input for County Departments to engage in trust building, accountability and repair with community members.
 - 3.6 Develop a mechanism to engage the community in true Participatory Budgeting to develop the Measure J budget for year two and beyond.
 - 3.7 Develop a mechanism for fair and equitable processes for future Measure J spending plan creation, including consistent protocols to collect and receive proposals from County Departments, nonprofit agencies and community stakeholders.

RECOMMENDATION 4.0: CREATE TRANSFORMATIVE & SUSTAINED CHANGE TO ACHIEVE A CARE FIRST, JAILS LAST LOS ANGELES WITH MEASURE J

The Advisory Committee recommends that LA County take the following steps to ensure that Measure J funds are utilized to create transformative and sustained change to achieve a *Care First, Jails Last* Los Angeles.

- 4.1 Fund the recommendations at a scale that will actually begin to make a difference for LA County's communities most impacted by systemic racism and mass incarceration.
- 4.2 Take action to review, develop and implement policy changes that will work with the Measure J funding recommendations to dismantle systemic racism and mass incarceration; and cultivate an environment that promotes and encourages people who are impacted by the carceral systems to thrive.
- 4.3 Measure J funding should provide both immediate and long-term support that facilitates community reentry, integration, prevention, and an individual's ability to thrive.

- 4.4 Lead racial justice transformation by challenging the status-quo and making meaningful changes to reduce the burdensome effects of highly bureaucratic and dogmatic processes, policies related to people who are impacted by the carceral system, implementation strategies, grants administration and contract management.

RECOMMENDATION 5.0: MAXIMIZE LEVERAGE & MATCH OPPORTUNITIES WITH OTHER FUNDING STREAMS TO SCALE UP MEASURE J PROGRAMS & INTERVENTIONS

Measure J creates a long overdue and unique opportunity for LA County to make annual investments into communities of color and alternatives to incarceration. The change to LA County's charter puts into place a funding stream and ensures that no less than 10 percent of unrestricted locally generated revenue by July 1, 2024 will be earmarked for Measure J funded strategies.

The CEO Budget and Management Office preliminarily projects that number or 10% could be close to \$300M annually by year three of Measure J implementation. That type of direct investment into communities and systems will certainly be impactful and significantly contribute to the transformative shift that LA County is attempting to move forward.

Even still, the Advisory Committee recommends that LA County access and maximize all other funding resources available for economic opportunities and investment, diversion, reentry, physical health, behavioral health, reentry, housing, education and youth development, and the close of Men's Central Jail to complement Measure J and support the overall vision of *Care First, Jails Last* as described below.

- 5.1 Take action to explore, understand and take advantage of accessing all state, local and federal dollars available that can also support *Care First, Jails Last* in addition to Measure J funds.
- 5.2 Utilize, where possible, Measure J funds as leverage to satisfy match requirements needed to draw down state and federal dollars that can expand the scope and scale of services.
- 5.3 Reallocate County held AB 109 Justice Realignment dollars to fund ATI recommendations where possible.



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- 5.4 Take action to ensure that the committed \$75 Million for Youth Justice Re Imagined funds are provided and used as a primary source to implement and or expand youth related initiatives; with Measure J being a secondary resource for such programs.
 - 5.5 Take action to significantly expand the Psychiatric Mobile Response Teams (PMRT) and Therapeutic Transportation program to support Alternate Crisis Responses through other available funding streams, including: modification of the current LA County allowed uses of Mental Health Services Act (MHSA) by LA County Department of Mental to shift more dollars to increase PMRT; and allocation additional AB 109 dollars to increase PMRT.
 - 5.6 Take steps to ensure LA County is not using Measure J funds to supplant other resources.

RECOMMENDATION 6.0: ENSURE MEASURE J PROGRAMS ARE CULTURALLY RESPONSIVE & PROFICIENT

The Advisory Committee recommends that LA County take the following steps to ensure that Measure J funded interventions and programs are designed and implemented to provide culturally proficient and responsive services.

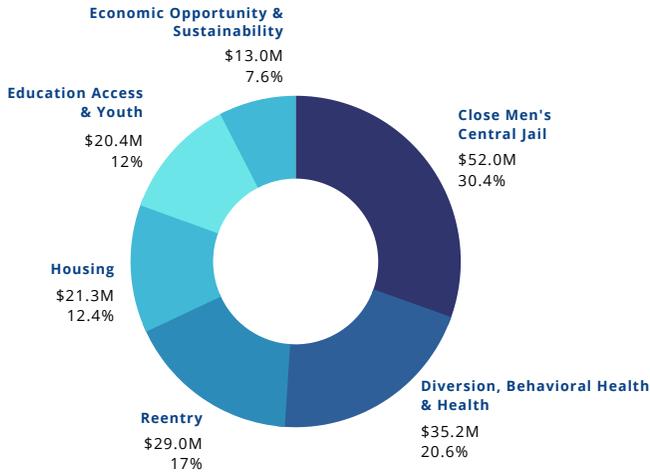
- 6.1 Implement targeted recruitment strategies to increase the number of black mental health providers both clinical and peer based.
- 6.2 Widely Fund training in the areas of Cultural Competency/Proficiency, Trauma informed care and practices, and Implicit Bias for County Departments and community based organizations.
- 6.3 Take steps to ensure all Measure J funded mental health services are culturally competent

YEAR ONE SPENDING RECOMMENDATIONS

SUMMARY OF SPENDING BY CATEGORY

The Detailed Spending Recommendations in Attachment A of this Plan provide details about project descriptions, Year One funding amounts, suggested grant administrator, and whether programs are new, expansions, or existing programs with modifications.

The recommendations total \$170,905,690 and are grouped by the following categories:



GAPS IN FUNDING FOR YEAR ONE

The Advisory Committee underwent an extensive process to identify the highest priority programs and strategies to be funded in the inaugural Year One of Measure J. The process involved both quantitative ranking as well as more than 25 hours of discussion to develop this Spending Plan.

Attachment A reflects the final spending plan for Year One, totaling \$170,905,690 (also known as Tier #1). Attachment B provides additional information about other high priority programs identified by the Advisory Committee that are recommended for funding if additional dollars for Measure J are identified or other local, state and federal dollars become available (Tier #2 and #3 programs). In addition, Attachment B includes information about unfunded portions of Tier #1 programs reflected in the Year One spending plan that are being recommended for less funding than the full amount needed. The total funding gap in Year One for Tier 2 and 3 programs combined is \$406,385,306.33.



ACRONYM LIST

[NOTE: The following list is based on the acronyms used in attachment A and B in this document and are associated with Los Angeles County Departments]

ATI	Alternatives to Incarceration
CEO	Chief Executive Office
DCBA	Department of Consumer and Business Affairs
DCFS	Department of Children and Family Services
DHS	Department of Health Services
DMH	Department of Mental Health
DPH	Department of Public Health
HFH	Housing for Health
LAC	Los Angeles County
LAFD	Los Angeles Fire Department
MCAH	Maternal, Child, and Adolescent Health
ODR	Office of Diversion and Reentry
SAPC	Substance Abuse Prevention and Control
WDACS	Workforce Development, Aging and Community Services
YDD	Youth Diversion and Development







ATTACHMENT A

TIER 1 PROGRAMS (ACTUAL RECOMMENDED YEAR ONE SPENDING PLAN)

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Projected Cost	Year One Budget Amount	Grant Administrator	Description
Close Men's Central Jail & Divert People with MH/SUD into Treatment	Existing Program with Modifications	Close MCJ	2,5	1	\$237,000,000	\$52,000,000	Various LAC Departments and/or Third-Party Administrator	Community-based, non-law enforcement, pretrial services pilot program that will help end pretrial incarceration. Fund and expand community-based pretrial services through a pretrial pilot, in the communities most severely impacted by incarceration in LA County as identified by the JENI (Justice Equity Need Index) and the JESI (Justice Equity Supply Index), that can provide services and resources, including culturally-rooted, trauma-informed survivor support, to people in their communities pre-trial instead of law enforcement supervision, e-incarceration, and pretrial incarceration. The primary functions of community-based service providers would be: conducting a strengths- and needs-based assessment at the jail of all individuals in custody to determine a plan of support to get each individual released pre-trial, sending court date reminders to all individuals with pending court dates, providing peer navigation support, and coordinating services in order to connect individuals with supportive resources.
Independent Pre-Trial Services	New Program	Diversion, BH & Health	2	1	\$20,000,000	\$10,000,000	Third-Party Administrator and/or DHS-ODR	Expanded, independent, community-based pretrial services pilots in the communities most severely impacted by incarceration in LA county as identified by the JENI (Justice Equity Need Index) and the JESI (Justice Equity Supply Index), providing services and resources (including culturally-rooted, trauma informed survivor support), to pretrial populations in their communities, replacing law enforcement supervision, e-incarceration, and pretrial incarceration.
SUD Court Based Diversion	New Program	Diversion, BH & Health	2	1	\$2,092,590	\$2,092,590	Third-Party Administrator, DHS-ODR and/or DPH-SAPC	Individuals booked into LA County Jail system with SUD will be diverted into harm reduction case management services. People of color with substance use needs are disproportionately represented among those who are incarcerated. This program will reduce racial disparities by diverting individuals away from jail and into community-based harm reduction services. Aligns with ATI recommendation #16 to reduce adverse impact that severity of substance use charges have on people.
Community Based Legal Services for Immigrants	Existing Program with Modifications	Diversion, BH & Health	0	1	\$5,000,000	\$1,500,000	Third-Party Administrator	This funding is to be used to provide support, including legal services, for detained Black, brown, indigenous, Asian, and low-income immigrants/noncitizens, with a focus on detained Black migrants. This funding is used and/or distributed by community-based organizations which prioritize Black migrants and are led by directly impacted people, Black community members, and others as specified in the Measure J Spending Plan. Holistic legal services provided through this program include representation for bond, removal, and appellate proceedings, post-conviction relief, pro se trainings, translations and expert testimony. This funding will also cover support for Black detained migrants while they are in detention and when they are released, including direct cash assistance to put funds on Black migrants' books, bond payments, covering the costs of public transportation cards and basic clothes, food, temporary housing, and toiletries for detained Black migrants who are released and in need, and financial support for loved ones to visit detained Black migrants and to attend court hearings.
Home Visitation and Promotoras Model	Existing Program with Modifications	Diversion, BH & Health	0	1	\$15,000,000	\$5,000,000	Third-Party Administrator	Expand and create Home visitation/Promotoras model to provide access to resources, jobs, and services to impacted community zip codes, hire community health workers.
Harm Reduction Expansion	Expansion	Diversion, BH & Health	1	1	\$15,000,000	\$15,000,000	DHS-ODR, DPH-SAPC and Third-Party Administrator	Harm Reduction expansion including: Harm Reduction Program Expansion (HARP) \$9,000,000, Engagement and Overdose Prevention (EOP) Hubs \$2,000,000, Overdose Education and Naloxone Distribution (OEND) \$2,000,000, and Harm Reduction Skid Row Service Center \$2,000,000.
Substance Use Disorder Workforce Initiative	New Program	Diversion, BH & Health	1	1	\$1,408,100	\$1,000,000	DPH-SAPC	The program will establish a countywide Substance Use Disorder (SUD) workforce initiative for SUD systems to grow the quality and quantity of the behavioral health workforce, particularly involving justice-involved individuals and individuals with SUD and mental health (MH) conditions within adversely impacted communities. This may involve multiple interventions including tuition incentives for coursework for financially disadvantaged populations, along with trainings and other efforts to expand the quantity and quality of the SUD workforce. One of the goals of the program is to recruit and develop quality SUD professionals from within communities and populations most impacted by the inequitable implementation and enforcement of harmful criminal justice policies. The projected budget is based on a three-year program. Oversight of this effort could be subcontracted to a community-based organization with assistance from the County as needed to support implementation and job placements.
AAIMM Doula Program	Expansion	Diversion, BH & Health	1	1	\$1,625,000	\$625,000	DPH- MCAH	Research points to elevated life course stress as the cause of persistent inequality in birth outcomes facing Black families in LA and nationwide. LA County's African American Infant and Maternal Mortality Initiative (AAIMM) seeks to address both the causes of elevated stress and the pathway from stressful experience to adverse outcomes through multiple interventions including provision of doula care. Doulas are non-clinical professionals trained to provide support and education to promote the healthiest, most satisfying pregnancy and birth experience possible. The AAIMM Doula Program deploys and funds a cadre of Black doulas, connects them to pregnant Black

TIER 1 PROGRAMS (ACTUAL RECOMMENDED YEAR ONE SPENDING PLAN), CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Projected Cost	Year One Budget Amount	Grant Administrator	Description
								individuals, offers them professional development, and promotes long-term sustainability of doula care through work with public and private payers. Current Doula Program funding will allow us to serve 500 pregnant clients by June 2023. With current staffing, we could increase program capacity by 50% to serve a total of 750 clients, almost 10% of total Black births in LA County, with a specific focus on incarcerated and re-entering pregnant individuals. At a cost of \$2,500 per client, total cost would be \$625,000, To be used for people not eligible for MC and specifically for pregnant women who are incarcerated.
Black Homeownership and Wealth Preservation	New Program	Economic Opportunity & Sustainability	0	1	\$2,000,000	\$2,000,000	DCBA and Third-Party Administrator	<p>The Black Homeownership Program proposes a three-pronged approach that cannot be extricated as each element is essential to the success of the program. The three elements include:</p> <ol style="list-style-type: none"> 1. Homeownership education and credit counseling 2. Down payment assistance 3. Targeted outreach and marketing <p>DCBA will partner with local housing counseling organizations to launch a series of homeownership workshops and expand homeownership counseling, including credit counseling, to support potential Black homeowners. As previously noted, homeownership education and counseling alone will not support potential buyers with securing a property. Down payment assistance is a critical intervention to this program model, as it will allow buyers to more readily compete with cash-buying corporations. The rate of Black homeownership is the lowest since the 1960s and the pandemic threatens to exacerbate that. According to HUD, minorities face structural barriers which are even more pronounced in communities of color and include lack of down payment and closing costs, lack of access to credit and poor credit history, lack of information about the homebuying process, regulatory burdens, and continued housing discrimination. This is especially true in communities where financial institutions are absent. Measure J funding can address these disparities as it is the only source of funding available to target and preserve Black homeownership in LA County. The partnering organizations should have extensive experience in the community and will actively recruit program participants through targeted outreach efforts.</p>
Small Business Support	New Program	Economic Opportunity & Sustainability	0	1	n/a		Third-Party Administrator	Provide support in the form of direct funds and micro grants, subsidies to pay living wages, support to meet the requirements of government contracts, support to set up the infrastructure of a new business, place-based funding that focuses on improving small business corridors throughout the county. Prioritize cooperatives and community-owned projects as well as businesses that pay a living wage and provide benefits. Ensure transparent communication so that community members know these resources are available and set up a system so that small businesses receiving Measure J funds would get priority for county contracts. Increase access to County-owned empty lots for the opportunities outlines above without limiting the development of infrastructure on site.
Small Business Support	Expansion	Economic Opportunity & Sustainability	0	1	\$10,000,000	\$5,000,000	Third-Party Administrator	Fund the construction of mixed use community-based hubs, including the Challenger Youth Memorial conversion project which includes job training, education, housing, small businesses, local food access, access to safe green spaces, reentry support, the arts and other restorative services and programs that prioritize youth, behavioral health, and provide community with physical infrastructure for peacemaking and other alternatives to incarceration.
ATI Incubator Academy	New Program	Economic Opportunity & Sustainability	0	1	\$1,392,500	\$1,392,500	CEO-ATI and/or Third-Party Administrator	The program objective is to build community provider capacity and provide the court with community-based diversion options. The program will be operated by a third-party administrator who will match large established community based organization (Academy trainers) to provide technical assistance to smaller organizations (Academy members): Technical support, human resource and fiscal guidance, contracting with the County of Los Angeles; contract compliance, and service delivery and operational infrastructure (counseling, case management, service navigation). The Academy trainers will be the service providers for the ATI Rapid Diversion Program and Pre-Booking/Pre-Filing Diversion Program. Clients from these programs will be placed in Academy member facilities for the purpose of hands on training and capacity building. Program budget covers the Academy trainer's technical assistance and the Academy member's client services.
Careers for a Cause Training Program	Expansion	Economic Opportunity & Sustainability	0	1	\$2,626,000	\$2,626,000	WDACS	Careers For A Cause (C4C) is a pre-apprenticeship program designed to provide homeless and social services employment skills to low-income individuals with lived experience, including, but not limited to; homelessness and justice-involvement. WDACS proposes ATI Measure J funding to further and expand the C4C program to other impacted areas of the County to allow more training opportunities for low-income individuals who have lived homelessness and criminal justice experience. The Board of Supervisors Second District, led by former Supervisor Ridley-Thomas, catalyzed an 8-week pre-employment training program to answer the call to provide services to the disproportionately high number of homeless individuals residing in the South Los Angeles area. The C4C training is an "earn while you learn" program that allows homeless individuals the opportunity to develop employment skills and simultaneously earn money, in response to the overwhelming need for additional social services providers as the County scales up Measure H programs. C4C is geared to

TIER 1 PROGRAMS (ACTUAL RECOMMENDED YEAR ONE SPENDING PLAN), CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Projected Cost	Year One Budget Amount	Grant Administrator	Description
								build an empathetic workforce to fill the hundreds of unfilled homeless sector jobs created by the Measure H Homeless Initiative. The C4C program is designed to provide paid (\$300/week stipend) homeless and social services training and employment opportunities for low-income individuals who are currently homeless or have experienced homelessness. Along with the weekly training stipend, participants receive case management and supportive services to ensure that barriers are proactively addressed.
Skills and Experience for the Careers of Tomorrow (SECTOR) Program	Expansion	Economic Opportunity & Sustainability	5	1	\$4,000,000	\$1,000,000	DHS-ODR	Offering career pathways and family sustaining wages for individuals impacted by the justice system. The goal of the SECTOR Program is to expand upon the employment and training options that are currently available and forge pathways into new careers that offer sustainable wages, good benefits, and advancement opportunities. With increased funding, the program could expand to serve those with higher mental health needs.
Community Engagement & Measure J Stakeholder Advisory Board	New Program	Economic Opportunity & Sustainability	1	1	\$1,000,000	\$1,000,000	CEO-ATI and/or Third-Party Administrator	Expand and improve community engagement strategies by 1) adding a Community Engagement Coordinator to the ATI Office; 2) funding black led organizations to do surveys, canvassing and convenings; 3) fund expanded mediums for outreach to individuals and communities not currently engaged; 4) fund activities tied to participatory budgeting with the community and L.A. County; and 5) Identify and fund activities associated with creating stakeholder body (like the RHAC) that, along with the Measure J Advisory Committee, advises the Board of Supervisors in the final decisions for Measure J funding distribution. Comprised of individuals who have been engaged in this Year 1 Measure J engagement process and/or in the ATI Recommendations process. Training for the Stakeholder Advisory Board made up of leaders from the communities most impacted by incarceration and economic divestment. In addition, creation of a County advisory body of people with mental health needs within the Los Angeles County Department of Mental Health.
Community based Intervention Services & Prevention Programs for Youth	Existing Program with Modifications	Education Access & Youth	0	1	\$3,500,000	\$3,500,000	Third-Party Administrator and/or DHS-ODR	Intervention services & programs to young people to prevent their involvement in the carceral system, including: transformative justice and community conflict resolution training, case management, academic & vocational training & support, arts & cultural programming that affirms their cultures, life skills training, violence interruption, services for survivors of human trafficking, intervention to dismantle the School-to-Prison pipeline.
Career/Education Pathway Programs	Expansion	Education Access & Youth	0,5	1	\$3,000,000	\$3,000,000	Third-Party Administrator	Develop career pathway programs for all youth, including diversionary and foster youth, that includes community involvement and paid work experience in areas such as social work, civic engagement, arts and culture, and science, technology, engineering and mathematics (STEM) fields, including paid internships, fellowships and apprenticeships as well as financial literacy training. Create more educational pathways that successfully transition youth into college (e.g. Community Colleges, CSUs, and UCs) and help them navigate into the higher education system.
Physical and Online Resource Hubs for Youth	New Program	Education Access & Youth	0	1	\$7,000,000	\$5,250,000	DHS-ODR YDD and/or Third-Party Administrator	Create Physical Resource Hubs and a 24-Hour Online Resource Hub for all youth to access programs, services, resources and referrals for housing, mental health, substance abuse, individual and family counseling, food assistance, employment, education support, legal services, and clothing assistance. The following are five guidelines for Resource Hubs: 1. Resource hubs should be located in geographical spaces that are accessible and rooted within communities such as community centers, recreational parks, housing centers, etc.; 2. Hubs should be located in communities and neighborhoods that have been disproportionately impacted by youth incarceration, violence, as well as racial and economic disparities;3. Funding should also be allocated towards temporary shelters and emergency housing assistance for youth; 4. Resource hubs should leverage existing resources and repurpose existing assets in underserved and marginalized communities, such as utilizing vacant lots and buildings, unused county buildings, as well as spaces formerly used by probation and law enforcement; 5. Resource hubs should provide holistic support to systems-impacted youth through mentorship, peer navigators, counselors, as well as community advocates in order to support youth and help them acclimate productively back into the community.
Expansion of School Based Mentorship of Young Black Men	Expansion	Education Access & Youth	0	1	\$2,500,000	\$2,500,000	DHS- ODR YDD	This school-based mentorship program supported through YDD and coordinated by the California Community Foundation, "Building a Lifetime of Options and Opportunities for Men" (BLOOM) Alliance, serves a cohort of school sites identified as areas with high inequity in outcomes for Black youth. These services connect youth with culturally relevant mentors and support social and emotional development through educational supports. The two community-based organizations providing services for the BLOOM pilot in South LA are Brotherhood Crusade and the Social Justice Learning Institute. In academic year 2019-20, BLOOM Alliance expanded its partnership to include Becoming a Man (BAM), and effectively expanded their reach from 10 to 24 school sites, including schools in the Antelope Valley, Pomona, Lynwood, and Inglewood. All current funds for this program have been exhausted. BLOOM focuses on addressing protective factors such as self-efficacy, critical reasoning, peer support, empathy, and more in addition to providing group mentoring, skills training, and academic support. During COVID-19, the BLOOM Alliance was also able to pivot to provide services for young people, including access to laptop computers, mental health services, and grocery gift cards. Youth participating in BLOOM programming are 100% Black and 100% male.

TIER 1 PROGRAMS (ACTUAL RECOMMENDED YEAR ONE SPENDING PLAN), CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Projected Cost	Year One Budget Amount	Grant Administrator	Description
Reinvasion Youth School and Summer Programs	Expansion	Education Access & Youth	0	1	\$5,000,000	\$5,000,000	Third-Party Administrator	Fund and expand after school programs and summer programs, including those that focus on academics/tutoring (such as financial literacy programs), rites of passage, youth development, arts and culture, and mentoring, and are led by community groups as well as school community coalitions. Programs should include training local and emerging youth artists in the community to create culturally relevant artwork for the community run by arts and culture organizations.
Arts in Diversion	Expansion	Education Access & Youth	5	1	\$1,176,000	\$1,176,000	DHS- ODR YDD and Arts and Culture	The Department of Arts and Culture partners with the LA County Office of Diversion and Reentry's Youth Diversion and Development (YDD) division to contract community-based arts organizations (CBOs) to implement arts-based strategies as a component of diversion services offered to young people in lieu of arrest or citation. CBOs provide weekly arts instruction for young people receiving diversion services at community-based social service organizations across the County. Arts education is included in YDD's model for youth diversion services, which aims to build on the strengths of youth and address each young person's unique needs and goals. In addition to arts instruction for youth, teaching artists also provide arts-based professional development workshops for counseling staff at social service organizations contracted by YDD. This request is to support ongoing implementation and expansion of the Arts in Diversion model that would provide year-round programming for an estimated 640 youth expected to be assigned to diversion programs at eight of social service organizations in 2021-2022. (This model for supporting youth in Diversion was developed & piloted in summer 2020 with \$55,000 from philanthropy. As we identify new funding for ongoing implementation/expansion, limited programming is being provided in spring 2021 with \$97,000 in one-time funding from the Juvenile Justice Crime Prevention Act).
Housing for Health Permanent Supportive Housing	Expansion	Housing	0,5	1	\$93,240,000	\$11,250,000	DHS-HFH	Create 250 permanent supportive housing slots for people experiencing homelessness who have complex health and/or behavioral health conditions through the provision of rental subsidy support and comprehensive wrap around services. Services include outreach and engagement; housing navigation including housing search and assistance with rental subsidy and lease applications and appointments; move in assistance including deposits, utilities, furniture, etc.; intensive case management services (ICMS) with ongoing monitoring and follow up; linkage to health, mental health, and substance use disorder services (may be provided on-site in project based housing or through field based services); income and benefits advocacy; assistance with life skills, job skills, and educational and vocational opportunities; crisis intervention; and housing retention and eviction prevention services.
Recovery Bridge Housing	Expansion	Housing	0,1,5	1	\$10,493,750	\$2,000,000	DPH-SAPC	Housing, and residing in a safe and stable living environment, is often critical to achieve and maintain recovery from substance use disorders (SUD). Research shows that SUD treatment outcomes are better for individuals experiencing homelessness, particularly chronic homelessness when they are stably housed. Patients with SUDs need access to safe, stable, and supportive living environments to help them initiate and sustain their recovery and reduce the risk of relapse. Recovery Bridge Housing (RBH) is defined as a type of abstinence-focused, peer-supported housing that provides a safe interim living environment for patients who are homeless or unstably housed, and concurrently participating in outpatient type treatment settings. RBH provides a safe interim living environment for up to 180 days for adults ages 18 and over. The Department of Public Health, Division of Substance Abuse Prevention and Control (DPH-SAPC) currently contracts with 19 community-based organizations (CBO) who deliver SUD treatment across Los Angeles County, and who offer 987 beds at 106 sites. Of the total capacity, 130 RBH beds at 15 sites target pregnant/parenting women and children.
Addressing Housing Insecurity & Homelessness in the American Indian & Alaska Native Population	Expansion	Housing	0	1	\$500,000	\$500,000	WDACS	Rental Assistance, housing vouchers and accompanying supportive services to those at-risk of losing their housing or without stable housing. The Los Angeles City/County Native American Indian Commission (LANAIC) and LANAIC Self Governance Board (SGB) are housed within the Human Relations Branch of the LA County Department of Workforce Development, Aging & Community Service. The LANAIC SGB has administered Community Services Block Grant Native American Set-Aside funding (CSAIBG) since 1994. The intent of the CSAIBG program is provide community specific poverty alleviating programs and services to help clients achieve self-sufficiency and is targeted to the American Indian and Alaska Native population but not exclusive. The LANAIC SGB seeks Measure J funds to complement current and ongoing CSAIBG funding. This funding would be utilized to expand the eligibility of the housing services provided by the three CSAIBG sub recipient agencies to include individuals and families living above 100% FPL who are at risk of losing their housing or without stable housing. Funding would also be utilized to enhance current service offerings to current clients. Measure J funding would better equip CSAIBG sub recipient agencies to address the homelessness and housing insecurity crisis that disproportionately impacts LAC's AIAN community. Additionally, this funding would significantly increase the County's investment in the AIAN community. The three CSAIBG sub recipient agencies have served the AIAN community for decades but have been limited in their ability to address the magnitude of this specific crisis due to funding constraints and a lack of connection with the housing system.
Breaking Barriers - Rapid Rehousing and Jobs Program	Expansion	Housing	5	1	\$2,500,000	\$2,500,000	DHS-ODR	Breaking Barriers is a rapid re-housing and jobs program combining intensive case management services and employment support. The program currently serves 270, homeless or at imminent risk of homelessness, adult felony probationers, and AB 109 clients, including families, for a maximum of 24 months. Program participants are linked to affordable permanent housing opportunities and assistance

TIER 1 PROGRAMS (ACTUAL RECOMMENDED YEAR ONE SPENDING PLAN), CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Projected Cost	Year One Budget Amount	Grant Administrator	Description
								with obtaining employment. Move-in and rental assistance are provided to ensure the client has home while working to increase their income. The program requires the offender to pay a portion of the rent, on step-down basis, so that within a maximum of 24 months the client takes over the entire rental payment. At the end of each three-month period, the client participates in a collaborative process where income/employment and program progress are reevaluated. If income has increased, then the rental subsidy will decrease consistent with the client's ability to pay after other impacts to income are assessed. After a client is stabilized in permanent housing and paying their full rent, the case management team typically provides at least one month of follow-up services prior to the client graduating from the program, thereby freeing up the "slot" for a new enrollment.
Youth-Specific Housing Interventions	New Program	Housing	0,5	1	\$5,000,000	\$5,000,000	DHS-ODR YDD and/or Third-Party Administrator	Invest in housing programs and interventions that are tailored for at-risk youth and system-impacted transition-age youth. Housing for youth should be informed by individuals with lived experience with the foster care and/or juvenile justice systems and implemented by providers with lived experience. As should be the case for all sub-populations, Measure J dollars should not be used to fund youth housing interventions that expand the surveillance of families, and supportive services should be provided but not required in order to access youth housing programs.
Culturally Affirming Family Reunification, Pre-Trial Family Support (Community Based)	New Program	Reentry	1	1	\$2,000,000	\$2,000,000	Third-Party Administrator	Supportive Services; counseling and support and restorative justice circles for family members Parenting classes; Pretrial family support (including management of child support; help families better understand legal process and legalese to interpret meaning; and support to people returning home and their family members understand terms of community supervision in order to adhere to court and community supervision requirements.
Community Reentry Center (DOORS)	Expansion	Reentry	5	1	\$34,472,000	\$11,000,000	DHS-ODR	The Office of Diversion and Reentry partnered to open the Community Reentry Center (CRC) located at 3965 Vermont Ave in Los Angeles called D.O.O.R.S. (Developing Opportunities and Offering Reentry Solutions). D.O.O.R.S. provides an array of comprehensive supportive services to address the barriers of individuals on adult felony supervision, their families and the community. Such services include but are not limited to housing, employment, legal aid, educational support, mental health assessment and linkage, substance use counseling and health and healing through the arts. The services are provided in a welcoming environment by county partners and community-based organizations that are considered leaders in the reentry work and experienced professionals with high risk communities. Priority should be given to the Antelope Valley Area.
Short- and Long-term Housing with Supportive Services	Existing Program with Modifications	Reentry	5	1	\$7,000,000	\$7,000,000	Third-Party Administrator and/or DHS-ODR	Continue to fund programs that provide rental assistance to returning Individuals after release. Provide funding to create housing programs that provide systems navigation, financial literacy, technology support & training, life skills, vocational & technical training, reunification services & trauma-informed & healing centered care.
Support Services for Returning Transgender Identified & LGBTQI+ members	New Program	Reentry	5	1	\$993,600	\$993,600	Third-Party Administrator and/or DHS-ODR	Expand and create new programs, services & drop-in centers including: Reentry services, violence prevention/Domestic violence & end human trafficking, work force development, legal services, Transitional housing, Mental health services, Food distribution, gender affirming clothing, Immigration services, ELS classes, Technology training & access, HIV Prevention services & COVID-19 prevention/education.
Reentry Programming for Women	New Program	Reentry	5	1	\$3,000,000	\$3,000,000	Third-Party Administrator and/or DHS-ODR	Reentry Programming for Women seeks to serve the unique needs of women involved in the criminal justice system. Programming will 1) Promote healthy connections to children, family, significant others, and the community, 2) Comprehensively address substance abuse, trauma, and mental illness, and 3) Provide women with opportunities to achieve self-sufficiency, and 4) Reduce recidivism. The program will hire CHWs to provide case management and will incorporate housing and legal services to ensure safety and healing for the clients.
Fire Camp Program Expansion	Expansion	Reentry	5	1	\$22,037,000	\$5,000,000	LAFD	Fire Department partnership with California Conservation Corps (CCC), Anti-Recidivism Coalition (ARC), and other organizations devoted to working with individuals who are at risk of being involved with the justice system, or involved with the justice system, to provide opportunities to serve as a wildland fire fighter and to train and compete for other fire service and LA County jobs. Program budget provided only includes Fire Department costs to implement and run a Fire Academy. It does not include monthly pay for the CCC and ARC participants of the program.
TIER 1 TOTAL:						\$170,905,690		

ATTACHMENT B

TIER 2 PROGRAMS (PLUS UNFUNDED PORTION OF TIER 1 PROGRAMS)

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Project Amount or Tier I Unfunded Amount	Grant Administrator	Descriptions
Unfunded Portion of Tier 1 Programs							
Expand Psychiatric Mobile Response Teams (PMRT) and Therapeutic Transportation	Expansion	Diversion, BH, Health	0	1	\$19,442,000	DMH	DMH - PMRT teams are comprised of licensed clinical staff who can respond in person to a mental health crisis. PMRTs are contacted via DMH's ACCESS call line, which serves as one entry point for mental health services in the County. The teams have legal authority under California law (WIC sections 5150 and 5585) to initiate applications for an evaluation of involuntary detention of individuals determined to be at risk of harming themselves or others or who are unable to provide food, clothing, or shelter as a result of a mental disorder. This proposed expansion would leverage the addition of community health workers / peers to PMRT teams, establishing teams consisting of one licensed mental health clinician and one peer. This would allow the program to achieve 24/7 staffing as well as effectively doubling program capacity to seriously reduce wait times for service. Furthermore, this proposal includes expansion of DMH's Therapeutic Transportation pilot, which gives teams the capacity to transport clients in need of facility-based crisis care without having to wait for an ambulance to transport. This transportation capacity has the potential to significantly reduce total time spent in the field on each call, freeing up teams more quickly to respond to new crisis calls.
Parks After Dark: Youth and Family Violence Prevention Program	Expansion	Youth Development and Education	0	1	\$7,798,000	Parks Department	Parks - Parks After Dark (PAD) is a violence prevention, community social cohesion, family strengthening and gang violence reduction initiative in the most vulnerable communities of color in Los Angeles County. County parks offer people a place to gather and to engage in healthy recreational activities. In some neighborhoods and communities, the presence of violence and crime often prevent individuals from enjoying the use of their local parks. PAD is designed to keep parks open during summer evening hours when crime rates are highest and youth have fewer social and recreational opportunities because schools are closed, summer school programs have been cut, and programming for youth is limited. Parks After Dark is an example of how cross-sector collaboration can result in decreased violent crime, increased opportunities for physical activity and better community cohesion—improving the health and well-being of the County's most vulnerable communities. PAD provides programming that includes entertainment, recreation, education, and artistic activities that take place during peak gang activity hours in the summer. These activities redirect and serves as a diversion from criminal activities for youth living in these areas and help build social connections that replace gangs. Key to PAD is a youth hiring program where youth living in the communities where the PAD program is offered are hired to work each park. During the PAD program, we can hire over 350 youth from the most vulnerable communities. This program also provides employment and micro-businesses opportunities, such as local teaching and performing artists, DJs and specialty vendors.
Close Men's Central Jail & Divert People with MH/SUD Into Treatment	Expansion	Close MCJ	1	1	\$13,000,000	Various LA County Departments and Third-Party Administrator	Community-based, non-law enforcement, pretrial services pilot program that will help end pretrial incarceration. Fund and expand community-based pretrial services through a pretrial pilot, in the communities most severely impacted by incarceration in LA County as identified by the JENI (Justice Equity Need Index) and the JESI (Justice Equity Supply Index), that can provide services and resources, including culturally-rooted, trauma-informed survivor support, to people in their communities pre-trial instead of law enforcement supervision, e-incarceration, and pretrial incarceration. The primary functions of community-based service providers would be: conducting a strengths- and needs-based assessment at the jail of all individuals in custody to determine a plan of support to get each individual released pre-trial, sending court date reminders to all individuals with pending court dates, providing peer navigation support, and coordinating services in order to connect individuals with supportive resources.
Independent Pre-Trial Services	New Program	Diversion, BH, Health	1	1	\$10,000,000	DHS-ODR or Third-Party Administrator	Expanded, independent, community-based pretrial services pilots in the communities most severely impacted by incarceration in LA county as identified by the JENI (Justice Equity Need Index) and the JESI (Justice Equity Supply Index), providing services and resources (including culturally-rooted, trauma informed survivor support), to pretrial populations in their communities, replacing law enforcement supervision, e-incarceration, and pretrial incarceration.
Community Based Legal Services for Immigrants	Expansion	Diversion, BH, Health	0	1	\$3,500,000	Third-Party Administrator	Funding is to be used to provide support, including legal services, for detained Black, brown, indigenous, Asian, and low-income immigrants/noncitizens, with a focus on detained Black migrants. This funding is to be used and/or distributed by community-based organizations which prioritize Black migrants and are led by directly impacted people, Black community members, and others as specified in the Measure J Spending Plan.
Home Visitation and Promotoras Model	Expansion	Diversion, BH, Health	0	1	\$10,000,000	Third-Party Administrator	Expand and create Home visitation/ Promotoras model to provide access to resources, jobs, and services to impacted community zip codes, hire community health workers.
Substance Use Disorder Workforce Initiative	New Program	Diversion, BH, Health	1	1	\$408,100	DPH-SAPC	The program will establish a countywide Substance Use Disorder (SUD) workforce initiative for SUD systems to grow the quality and quantity of the behavioral health workforce, particularly involving justice-involved individuals and individuals with SUD and mental health (MH) conditions within adversely impacted communities. This may involve multiple interventions including tuition incentives for coursework for financially disadvantaged populations, along with trainings and other efforts to expand the quantity and quality of the SUD workforce. One of the goals of the program is to recruit and develop quality SUD professionals from within communities and populations most impacted by the inequitable implementation and enforcement of harmful criminal justice policies. The projected budget is based on a three-year program. Oversight of this effort could be subcontracted to a community-based organization with assistance from the County as needed to support implementation and job placements

TIER 2 PROGRAMS (PLUS UNFUNDED PORTION OF TIER 1 PROGRAMS), CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Project Amount or Tier I Unfunded Amount	Grant Administrator	Descriptions
AAIMM Doula Program	Expansion	Diversion, BH, Health	1	1	\$1,000,000	DPH-MCAH	Research points to elevated life course stress as the cause of persistent inequality in birth outcomes facing Black families in LA and nationwide. LA County's African American Infant and Maternal Mortality Initiative (AAIMM) seeks to address both the causes of elevated stress and the pathway from stressful experience to adverse outcomes through multiple interventions including provision of doula care. Doulas are non-clinical professionals trained to provide support and education to promote the healthiest, most satisfying pregnancy and birth experience possible. The AAIMM Doula Program deploys and funds a cadre of Black doulas, connects them to pregnant Black individuals, offers them professional development, and promotes long-term sustainability of doula care through work with public and private payers. Current Doula Program funding will allow us to serve 500 pregnant clients by June 2023. With current staffing, we could increase program capacity by 50% to serve a total of 750 clients, almost 10% of total Black births in LA County, with a specific focus on incarcerated and re-entering pregnant individuals. At a cost of \$2,500 per client, total cost would be \$625,000, To be used for people not eligible for MC and specifically for pregnant women who are incarcerated
Small Business Support	Expansion	Economic Opportunity	0	1	\$5,000,000	Third-Party Administrator	Fund the construction of mixed use community-based hubs, including the Challenger Youth Memorial conversion project which includes job training, education, housing, small businesses, local food access, access to safe green spaces, reentry support, the arts and other restorative services and programs that prioritize youth, behavioral health, and provide community with physical infrastructure for peacemaking and other alternatives to incarceration.
Skills and Experience for the Careers of Tomorrow (SECTOR) Program	Expansion	Economic Opportunity	5	1	\$3,000,000	DHS-ODR	Offering career pathways and family sustaining wages for individuals impacted by the justice system. The goal of the SECTOR Program is to expand upon the employment and training options that are currently available and forge pathways into new careers that offer sustainable wages, good benefits, and advancement opportunities. With increased funding, the program could expand to serve those with higher mental health needs.
Physical and Online Resource Hubs for Youth	New Program	Education Access & Youth Development	0	1	\$1,750,000	DHS-ODR or Third-Party Administrator	Create Physical Resource Hubs and a 24-Hour Online Resource Hub for all youth to access programs, services, resources and referrals for housing, mental health, substance abuse, individual and family counseling, food assistance, employment, education support, legal services, and clothing assistance. The following are five guidelines for Resource Hubs: 1. Resource hubs should be located in geographical spaces that are accessible and rooted within communities such as community centers, recreational parks, housing centers, etc.; 2. Hubs should be located in communities and neighborhoods that have been disproportionately impacted by youth incarceration, violence, as well as racial and economic disparities;3. Funding should also be allocated towards temporary shelters and emergency housing assistance for youth; 4. Resource hubs should leverage existing resources and repurpose existing assets in underserved and marginalized communities, such as utilizing vacant lots and buildings, unused county buildings, as well as spaces formerly used by probation and law enforcement; 5. Resource hubs should provide holistic support to systems-impacted youth through mentorship, peer navigators, counselors, as well as community advocates in order to support youth and help them acclimate productively back into the community.
Housing for Health Permanent Supportive Housing	Expansion	Housing	0,5	1	\$81,990,000	DHS-HFH	Create 250 permanent supportive housing slots for people experiencing homelessness who have complex health and/or behavioral health conditions through the provision of rental subsidy support and comprehensive wrap around services. Services include outreach and engagement; housing navigation including housing search and assistance with rental subsidy and lease applications and appointments; move in assistance including deposits, utilities, furniture, etc.; intensive case management services (ICMS) with ongoing monitoring and follow up; linkage to health, mental health, and substance use disorder services (may be provided on-site in project based housing or through field based services); income and benefits advocacy; assistance with life skills, job skills, and educational and vocational opportunities; crisis intervention; and housing retention and eviction prevention services.
Recovery Bridge Housing	Expansion	Housing	0,1,5	1	\$8,493,750	DPH-SAPC	Housing, and residing in a safe and stable living environment, is often critical to achieve and maintain recovery from substance use disorders (SUD). Research shows that SUD treatment outcomes are better for individuals experiencing homelessness, particularly chronic homelessness when they are stably housed. Patients with SUDs need access to safe, stable, and supportive living environments to help them initiate and sustain their recovery and reduce the risk of relapse. Recovery Bridge Housing (RBH) is defined as a type of abstinence-focused, peer-supported housing that provides a safe interim living environment for patients who are homeless or unstably housed, and concurrently participating in outpatient type treatment settings. RBH provides a safe interim living environment for up to 180 days for adults ages 18 and over. The Department of Public Health, Division of Substance Abuse Prevention and Control (DPH-SAPC) currently contracts with 19 community-based organizations (CBO) who deliver SUD treatment across Los Angeles County, and who offer 987 beds at 106 sites. Of the total capacity, 130 RBH beds at 15 sites target pregnant/parenting women and children.
Community Reentry Centers (DOORS)	Expansion	Reentry	5	1	\$23,472,000	DHS-ODR	The Office of Diversion and Reentry partnered to open the Community Reentry Center (CRC) located at 3965 Vermont Ave in Los Angeles called DOORS (Developing Opportunities and Offering Reentry Solutions). DOORS provide an array of comprehensive supportive services to address the barriers of individuals on adult felony supervision, their families and the community. Such services include but are not limited to housing, employment, legal aid, educational support, mental health assessment and linkage, substance use counseling and health and healing through the arts. The services are provided in a welcoming environment by county partners and community-based organizations that are considered leaders in the reentry work and experienced professionals with high risk communities. Priority should be given to the Antelope Valley Area.

TIER 2 PROGRAMS (PLUS UNFUNDED PORTION OF TIER 1 PROGRAMS), CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Project Amount or Tier I Unfunded Amount	Grant Administrator	Descriptions
Fire Camps Program Expansion	Expansion	Reentry	5	1	\$17,037,000	LAFD	Fire Department partnership with California Conservation Corps (CCC), Anti-Recidivism Coalition (ARC), and other organizations devoted to working with individuals who are at risk of being involved with the justice system, or involved with the justice system, to provide opportunities to serve as a wildland fire fighter and to train and compete for other fire service and LA County jobs. Program budget provided only includes Fire Department costs to implement and run a Fire Academy. It does not include monthly pay for the CCC and ARC participants of the program.
Tier 2 Programs							
SUD Jail Diversion	New Program	Subcommittee Proposal	1	2	\$2,038,208	DPH-SAPC	Individuals in station jails or IRC with SUD will be diverted into harm reduction case management services in lieu of booking and prosecution. At least 85% of funds directly to CBOs.
Law Enforcement Assisted Diversion (LEAD)	Expansion	Diversion, BH, Health	1	2	\$20,120,385	DHS-ODR	ODR - Law Enforcement Assisted Diversion (LEAD) represents ODR's efforts to intervene at the earliest point of contact with law enforcement to reduce the number of individuals who enter the jail system and to stem further justice involvement. LEAD aims to reduce racial disparities in the justice system by diverting people who are disproportionately incarcerated due to unmet behavioral health needs. LEAD is a voluntary pre-arrest community-based diversion model that diverts individuals with repeated low-level drug related offenses at the earliest contact with law enforcement to harm reduction-based case management and social services as an alternative to jail and prosecution. LEAD case managers provide nonjudgmental, low-threshold case management, navigation, linkage and support to services participants are interested in accessing. Aligns with ATI recommendation #16 to reduce adverse impact that severity of substance use charges have on people
Maternal Health Diversion	Expansion	Diversion, BH, Health	1, 5	2	\$13,000,000	DHS-ODR	ODR - Under the directive of the LA County Board of Supervisors, ODR has prioritized diverting pregnant women from the jails to the community with supportive services and housing provided by ODR. Most pregnant women served by ODR reside in specialized interim housing settings that allow women to remain with their children until they can move into permanent supportive housing (PSH). Expectant mothers are linked to ICMS who provide support from the time of release through the client's (and family's) time in PSH. Women generally remain in the specialized interim housing settings, with on-site nursing staff & prenatal care, until giving birth. Following an adjustment period, the family moves into subsidized PSH with ongoing clinical and family focused supportive services.
My Health LA	Expansion	Diversion, BH, Health	0	2	\$5,400,000	DHS	My Health LA (MHLA) is a health coverage program funded by LA County and run by the Department of Health Services (DHS). Each year, MHLA serves about 135,000 low-income LA County adults, regardless of immigration status. Participants are assigned to a community health center, where they receive their primary, preventive care. Participants also get free medications through a network of community pharmacies, and dental care at the clinics. They can also get substance use disorder treatment through the LA County Department of Public Health (DPH). When needed, participants also receive specialty, inpatient, emergency and urgent care at Los Angeles County DHS facilities. DHS contracts with 52 community health centers throughout LA County, and participants can receive care at any one of 200+ clinic locations. Among the goals of MHLA are to preserve access to care for uninsured patients and encourage coordinated preventive health care in the community. This project would expand services in My Health LA to include mental health treatment for participants who need them. The objective is to increase access to treatment for the MHLA population in the community. DHS would reimburse clinics for mental health treatment, based on services provided. Clinics would be responsible for providing the treatment or subcontracting with a community-based organization to do so. All MHLA participants would be screened for mental health needs, including mild-to-moderate depression and anxiety, and if necessary, receive counseling and treatment by licensed clinical social workers. To ensure that participants receive the best, coordinated care, the mental health care staff would work closely with the primary care providers, who can prescribe necessary medications. Participants would be followed closely to track their progress. If participants have more severe mental health issues, such as major depression, they would be referred to the LA County Department of Mental Health (DMH).
Sobering Center	Expansion	Diversion, BH, Health	0,1	2	\$5,200,000	DMH	DMH - Use existing program infrastructure and facility to assist with coordination and development of Sobering Centers to ensure MH-COD treatment integration. An important objective of the Sobering Center is to divert inebriated individuals away from justice involvement, providing effective treatment services in an alternative environment in lieu of jail time. This is also the stated purpose of Strategy 4, one of the 5 overarching strategies of the Alternatives to Incarceration (ATI) initiative enacted by the Board of Supervisors with funding from Measure J to enable services first and jail as a last resort. The Sobering Center that is currently operational in Skid Row, diverts over 1500 individuals annually away from incarceration. Expanding this model will divert thousands more across the County from incarceration. In addition, the Sobering Center model of care aligns with ATI Recommendation #58 to improve equal access to all treatment resources for justice-involved individuals, wherever they may be (in or out of custody) through refining multiple points of entry for mental health and SUD services.
Safe Landing Center for Triage and Stabilization for those Exiting or at	New Program	Diversion, BH, Health	5	2	\$9,433,333	DCBA	DCBA - With more than one third of its 10 million residents having been born abroad, the County is home to the largest immigrant population in any region in the U.S. Immigrants are deeply integrated into all aspects of County life, making 44% of its workforce, running small businesses that generate 40% of self-employed income, and being the parents of nearly 60% of all newborn children. However, many of the County's nearly two million non-citizen residents are at risk of deportation, including refugees, DACA recipients, and children. While people accused of crimes get government-paid lawyers, immigrants facing

TIER 2 PROGRAMS (PLUS UNFUNDED PORTION OF TIER 1 PROGRAMS), CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Project Amount or Tier I Unfunded Amount	Grant Administrator	Descriptions
High Risk of Incarceration (interim housing)							deportation do not. Therefore, many immigrants face removal proceedings alone, even though many have the right to remain in the U.S. To address this justice inequity, in 2017, the Board of Supervisors launched the LA Justice Fund, a public/private two-year pilot, to provide legal representation to immigrants who are at risk of deportation and who cannot afford an attorney. The pilot, sunseting in June 2021, has made progress in providing access to justice to immigrants and their families, including (a) 1,750 consultations and lawyers for 550 clients, 33% of whom are children; (b) securing the release of 49% of detained clients; and (c) obtaining positive outcomes for 62% of completed cases, compared to 5% nationwide for people without lawyers. To move forward, the Board directed OIA to report back with a program model to provide justice access equity and wraparound services for immigrants and their families by building upon the lessons learned from the Pilot and incorporating input from public and private stakeholders. OIA developed and submitted the report - Los Angeles Immigrant Community Legal Defense Program - which proposes to provide inclusive, equitable, and comprehensive immigration legal services for vulnerable immigrants and their families in three phases. This J measure funding request is to stand up the program.
Black Entrepreneurship Expansion Program	Expansion	Economic Opportunity and Sustainability	0	2	\$2,000,000	DCBA	DCBA - The DCBA houses the County's Office of Small Business. There are three program opportunities that support the spirit of Measure J. They include two active program that would benefit from continued and added funding: Concierge and the LA County PTAC. Providing Business Development and business support services to our business community is one of DCBA's most effective and core services. This includes acting as the County's small business advocate and helping inform County economic development policy as it applies to small businesses and Social Enterprises, while ensuring equitable access to economic opportunity. DCBA's Office of Small Business (OSB) operates the County's Small Business Concierge Program and Procurement Technical Assistance Center (PTAC) which offers a one-stop-shop to a variety of free services that can help our business and entrepreneurs stabilize and grow. Our Small Business Concierge program connects entrepreneurs and businesses to vital resources and technical assistance to help launch and grow businesses. Clients can receive business start-up assistance, access to capital, free legal representation, dispute resolution services, business workshops and virtual networking events. This includes the County's Sidewalk vending program which is currently under design and looks to connect micro-entrepreneurs to the above ground economy through community development approaches and equitable access to opportunity and support services. OSB houses the only Federally-funded Procurement Technical Assistance Center in the region. Through our LA County PTAC, businesses can connect to government contracting opportunities, business certifications, access to capital, and tailored technical assistance to help increase their contract readiness and leveling the playing field as they seek government contracts. Additionally, DCBA frequently leverages our vast network of business intermediaries and chambers of commerce to create awareness about County vendor procurement policies, including those related to workforce, and technical support of their respective audiences. These relationships have led to collaborations and commitments, such as the Fair Chance Hiring Pledge, from employers across the region in support of reentry campaigns. Additionally, OSB administers the County's various contract preference program business certifications developed to boost contracting and subcontracting opportunities for our local small, and diverse businesses. Our Local Small Business Enterprise (LSBE), Disabled Veteran Business Enterprise (DVBE), and first of its kind Social Enterprise (SE) Certification programs offer contract 15% bid price reductions on certain goods and services. Our Community Business Enterprise (CBE) certificates which include Minority Business Enterprise, Women Business Enterprise, Disadvantaged Business Enterprise, and our upcoming LGBTQ Business Enterprise, provide additional benefits and specialized technical assistance. OSB also oversees and manages the East Los Angeles Entrepreneur Center. This center is physically located within unincorporated East Los Angeles and operates as one-stop-shop for both prospective and existing business owners looking to successfully open and grow their small businesses within Los Angeles County.
Outpatient & Community Services: Peer Workforce	New Program	Economic Opportunity and Sustainability	0	2	\$13,916,000	DMH	DMH - The program objectives are to increase employment and retention of Community Health Workers (CHWs), specifically with lived experience (serious mental health issues, homelessness, justice involvement, trauma exposure, cultural & societal disenfranchisement, etc.) to expand service capacity, cultural competency, client/provider trust, and access to care in underserved communities. It is also a goal to support the implementation of the Peer Support Specialist Certification Program Act of 2020. By building up the peer workforce, we will be able to better engage and support clients in the mental health system at our highest acuity levels of outpatient care (Full Service Partnership - FSP); support successful transitions between levels of care; decrease the risk of adverse outcomes such as homelessness, relapse, and/or incarceration; and build the capacity for clients/peers to include employment as a part of their recovery. The operational model will be hiring, training and professionally advancing CHWs with lived experience (especially justice-involved, LGBTQ+, and/or other underserved/underrepresented populations). We will create career paths for peers as CHWs to move up to full-time, salaried County jobs with benefits. The model will include continuous evaluation, analyzing with a cultural lens, stakeholder input, and improvements/adjustments made to ensure the CHW program is effective in expanding the capacity for a workforce of individuals with lived experience. This peer CHW workforce will in turn play a pivotal role in supporting the recovery and wellbeing of clients throughout LACDMH, contributing to future peer CHW candidates.
Skills and Career Pathways for Vulnerable and Systems-Involved Youth in Parks	Expansion	Economic Opportunity and Sustainability	5	2	\$2,166,000	Parks Department	Parks - The Department currently has \$8 million per year in as-needed contracting capacity to Conservations Corps for the implementation of capital projects and programs. The Department and other County Departments use the Conservation Corps to provide career skills development and support services to local youth working in local parks. Each of the four contract Corps' (Los Angeles Conservation Corps, Conservation Corps of Long Beach, San Gabriel Valley Conservation Corps, and California Conservation Corps) has an explicit mission to hire and train systems-involved youth who have otherwise been impacted by the criminal justice system. While the Department has enough contract capacity, it lacks the non-capital-project funding necessary to fully realize the workforce development potential of each Conservation Corps. The \$2,166,000 funding request would net an estimated 66,000 hours of Corps' member workforce training each year, in addition, to support services, such as crisis intervention and mental health counseling, that each corps provides. Each Corps

TIER 2 PROGRAMS (PLUS UNFUNDED PORTION OF TIER 1 PROGRAMS), CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Project Amount or Tier I Unfunded Amount	Grant Administrator	Descriptions
							would create a paid training program toward careers in the new green economy, including energy, construction, and conservation, that support improvements in their local communities. In addition to practical training, outcomes include high school graduation/GED, OSHA and Work Readiness certifications.
Culturally Competent Youth Mental Health Services	Expansion	Subcommittee Proposal	0	2	n/a	Third-Party Administrator	Fund and expand healing-centered and trauma-informed mental health services provided by culturally competent mental health and wellness professionals who are from similar backgrounds. Additionally, provide training for teachers and school staff to understand the signs of youth trauma (post and current) in order to provide and facilitate socio-emotional support and holistic interventions.
My Brother's Keeper Advocate Program	Expansion	Youth Development and Education	0	2	\$800,000	Library	Library - In partnership with Department of Public Health, LA County Library hires young men and women of color with lived experience as Peer Advocates to work in libraries in their communities to provide engaging activities for local youth. In turn, Peer Advocates gain opportunities to thrive, focusing on areas of prevention and diversion, including social and emotional competence, social connections, and meaningful use of time, while also gaining work experience that can lay the foundation for career pathways. Studies have shown that youth who participate in engaging alternative activities are more likely to be diverted from participating in risky behaviors. Competence in reading is also an important element of prevention. Youth who do not read at grade level by third grade are at greater risk for not completing school, setting themselves up for future negative behaviors. MBK Peer Advocates assist in the creation of small libraries in local barbershops to encourage young boys of color to read in environments with barbers who are positive male models. Barbers undergo library training to learn how to talk to young boys about books and help build excitement and enthusiasm for reading. The better youth feel about themselves and the better youth can work with others, the more likely they will be able to resist peer influence in substance abuse. MBK provides a social and learning support system that can address these risk factors through positive male role models and life skills programs. MBK Peer Advocates are connected to the communities they will be serving to bring a personal connection and stronger trust and relationship building to the program.
College and Career	Expansion	Youth Development and Education	5	2	\$1,380,000	DHS-ODR	ODR - ODR's College and Career program partners with post-secondary institutions to assist justice-involved individuals who wish to continue their education. These programs guide students in navigating the educational and employment landscape and provide the support necessary for academic success. ODR contracts with 4 community colleges to provide supportive services to justice-involved students.
YDD Coordinated Youth Centers in Zip Codes Most Impacted by Youth Justice-System	Expansion	Youth Development and Education	0	2	\$5,000,000	ODR-YDD	ODR-YDD - This proposal is for an initial launch of two initial youth centers in zip codes identified as having the highest impact of youth justice-system involvement in Los Angeles County, historic underinvestment, and the need for a safe space for youth and community to engage in supportive activities and services: 90011 and 93535. Proposed locations for these youth centers were developed through a series of focus groups with youth and community leaders in each zip code and are identified on page 40 of the "Youth Justice Reimagined" report. These locations were designed to be walking distance from major high schools or public transportation hubs, near intersections with highest reported rates of violence, and in areas where local youth-serving providers identified a need for greater coordination and a safe space for collaborative youth development services and 24-hour crisis response. The long-term goal is to support youth centers in all communities impacted by the youth justice system so that all youth have access to this kind of safe, supportive space. This proposal would allow YDD to launch and learn this model in collaboration with youth and community leaders, identify opportunities for youth center design, management, and services that meet local needs and reflect evidence of promising practices while also addressing the urgent need for support in communities experiencing some of the highest violence and criminalization of youth in the County.
Media Career Pathways for Youth	Expansion	Youth Development and Education	5	2	\$1,597,000	Arts	Arts - The LA County Department of Arts and Culture's Creative Career Pathways for Youth initiative was launched in 2018 to develop and strengthen pathways that prepare youth of color; youth who are LGBTQ, disabled, current/former foster youth, on probation, or from low-income households – as well as others who experience barriers to participation in the workforce – for careers in the arts and creative industries. This request is to support ongoing implementation and expansion of the Media Careers Pathways for Youth project to be piloted in spring 2021, and to integrate career-related curriculum into other year-round community-based arts programming in County parks. In partnership with the Department of Parks & Recreation (DPR), and utilizing existing equipment at Innovation Labs in Pamela Park (Duarte), Belvedere Community Regional Park (East LA), Lennox Park (Inglewood), and Earvin Magic Johnson Park (Willowbrook), the Media Careers Pathways for Youth project would engage an estimated 933 participants in year-round media arts programming at these four parks, and include: creative career education and exposure for youth (765 youth, ages 12-15); intensive, industry-recognized media arts certifications and soft-skills training for older opportunity youth (168 youth, ages 16-24); professional development for DPR staff so they are knowledgeable and can support youth in pursuing creative careers (recognizing that staff often serve as mentors); and paid digital media apprenticeships for older opportunity youth (24 youth, ages 16-24). Additional supports, including case management and career-focused mentorship, will be included in the program model. All media arts organizations and teaching artists contracted to provide instruction and professional development must demonstrate strong experience in delivering culturally responsive, healing-centered, and arts-based youth development and workforce development for opportunity youth. (Media Careers Pathways for Youth will be piloted in one County park during spring 2021 with \$75,000 in one-time funding from the Juvenile Justice Crime Prevention Act. Measure J funding would support ongoing implementation and expansion of this model in four County parks.)

TIER 2 PROGRAMS (PLUS UNFUNDED PORTION OF TIER 1 PROGRAMS), CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Project Amount or Tier I Unfunded Amount	Grant Administrator	Descriptions
Reentry Interim Housing	Expansion	Housing	5	2	\$10,180,000	DHS-ODR	ODR- (1) Allocate funding to acquire buildings with expiring affordable housing covenants. (2) Create a pipeline of buildings with upcoming expiring affordability covenants to monitor and ensure high risk tenants are not displaced due to massive rent increases and mass evictions that occur when we allow affordable housing covenants to lapse.
Housing for Mental Health	Expansion	Housing	0,5	2	\$13,477,000	DMH	DMH - The Department of Mental Health (DMH) Housing for Mental Health (HFMH) program provides Flexible Housing Subsidy Pool (FHSP) vouchers for individuals with a serious mental illness that are homeless and are receiving intensive, field-based mental health and supportive housing services through a Full Service Partnership (FSP) program. Using a Housing First approach, clients are assisted with obtaining and retaining permanent housing including housing in Permanent Supportive Housing, shared housing and licensed residential facilities. The current HFMH budget is \$10 million and supports approximately 400 individuals, 20% of whom are justice-involved and referred from the Office of Diversion and Reentry. HFMH vouchers are administered by Brilliant Corners on behalf of DMH, and clients who receive vouchers pay 30% of their income toward rent with the subsidy paying the balance. In addition to rental subsidy vouchers, HFMH funding also funds ongoing tenancy supports and one-time move-in costs such as security deposits and household goods. The clients serviced by this program also receive on-going supportive services through the Housing FSP and Intensive Case Management services valued at approximately \$5.4 million. DMH is requesting additional funding to double the impact of its HFMH program and serve an additional 400 justice-involved individuals. The funding requested will be used for rental subsidies, move in costs and tenancy support services through the FHSP as well as Housing Supportive Services and administrative staff to oversee the program.
AAIMM Restorative Care Village	New Program	Diversion, BH, Health	0	2	\$2,600,000	DPH	DPH - Restorative Care Village for Black pregnant women/peopleThe Department of Public Health African American Infant and Maternal Mortality (AAIMM) Prevention Initiative proposes a Restorative Care Village for pregnant Black people with priority given to those who have been impacted by the foster care system, juvenile detention, or incarceration at any point during or before pregnancy, particularly in those areas of Los Angeles County with the highest rates of infant mortality. In partnership with A New Way of Life, a community based supportive housing agency, we will provide housing to up to 100 Black pregnant people in an oasis of restorative, family-centered care with community-based prenatal health and wellness services through the infant's first birthday. Pregnant and parenting residents would receive centralized on-site and virtual supportive care and programming, including group prenatal care, doula support through the AAIMM Doula program, and pregnancy and parenting education and social support through the Black Infant Health Program. Other available services would include application support for Paid Family Leave and tax credits to increase financial stability. Pregnant people would be able to self-refer or be referred by any service provider or social support for the housing opportunity. Pregnant people could enter housing at the Care Village at any point in their pregnancy with the ability to stay in housing until their child is 12 months old. From application approval through the first 6 months postpartum, the applicant would receive assistance that would enable them to transition into sustainable employment and safe housing outside of the center by their child's first birthday. We anticipate \$2 million for construction/renovation and program development in the first year, and \$500,000 to maintain sites and programs in subsequent years.
Expansion of Diversion for persons with serious physical disorders requiring skilled nursing facilities and/or medical recuperative care	New Program	Diversion, BH, Health	5	2	\$9,770,000	DHS-ODR	ODR - ODR is proposing a new diversion and PSH program to serve medically vulnerable (persons with severe physical health concerns) that would mirror many of the aspects of the existing ODR Housing PSH diversion program – ensuring that clients are released into clinically appropriate interim housing, medical recuperative care, or Enriched Residential Care (ERC) settings, linked with ICMS, connected with clinical care, and supported on a path to subsidized PSH (which may include a licensed care facility, such as: skilled nursing facility, assisted living, etc.). Once moved into PSH, ICMS would continue to provide ongoing supportive services with the goals of housing retention, reducing rearrest, and promoting full person wellness. Approximately \$60k per client per year ongoing to serve this high acuity population, beginning with providing clinical interim housing, followed by PSH (Rental assistance + ICMS + clinical services). Number of clients is estimated to be 150 clients x \$60,000 = 9m
Olive View Medical Center Psychiatric Unit 6C	Expansion	Diversion, BH, Health	5	2	\$8,000,000	DHS-ODR	ODR - ODR partners with Olive View-UCLA to run an 18-bed inpatient psychiatric unit. ODR diverts some of the most acute psychiatric patients in custody to inpatient care on the 6C unit at Olive View-UCLA Medical Center. Patients come from the jail's forensic inpatient unit (FIP) watch list or from high observation housing in the jail. In order to gain a release from custody to Olive View-UCLA Medical Center, the ODR clinical team quickly intervenes and requests hearings for the community release of acutely ill persons in custody.
Reentry ICMS	Expansion	Reentry	5	2	\$9,500,000	DHS-ODR	ODR- Reentry Intensive Case Management Services (R-ICMS) seeks to improve the health and well-being of justice-involved individuals by providing case management and service navigation. Community Health Workers with lived experience will support individuals by determining their needs and making connections to relevant organizations and services including: stabilizing needs, enrollment in social services, physical and mental health, housing support, employment and education, cognitive behavioral interventions, arts and entrepreneurship programming, legal services and substance use disorder treatment. We would also like to expand the role of the CHW to Improve and expand return to-court support services to reduce failures to appear. We would also like to provide transportation for our clients leaving LA County jails to get to a service provider. Additionally, we would like to give our providers licenses to do video conferencing with their

TIER 2 PROGRAMS (PLUS UNFUNDED PORTION OF TIER 1 PROGRAMS), CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Project Amount or Tier I Unfunded Amount	Grant Administrator	Descriptions
							clients while in the LA County Jail system. Lastly, we would like to create a flexible reentry subsidy pool for our providers to tap into when clients need to pay for things like court-mandated classes, legal services, move-in fees for apartments, etc.
Adult Restorative Justice Program	New Program	Reentry	1,5	2	\$2,500,000	DHS-ODR	ODR- Develop a county-wide network of restorative justice programs for adults including family group conferencing circles, victim-offender mediation and other RJ and CJ services. CCRJ will build RJ capacity through providing community training on RJ practices and developing referral partnerships with law enforcement partners.
Medical-Legal Community Partnership	New Program	Reentry	1,5	2	\$1,500,000	DHS-ODR	DHS- between DHS and nonprofit, community legal services providers. The program provides free legal help to low-income individuals in LA County, including many who were recently incarcerated. The lawyers help with civil legal issues such as immigration, criminal record clearing, evictions and improper denials of public benefits. They focus on legal issues that negatively impact individuals' physical and mental health. The program provides legal support and resources needed to achieve health and wellbeing and to access employment and community resources. DHS contracts with Neighborhood Legal Services of LA County, Mental Health Advocacy Services, Bet Tzedek Legal Services and the Legal Aid Foundation of Los Angeles. MLCP serves patients from all DHS clinics and hospitals as well as across LA County through a web-based portal. The lawyers work with community health workers, social workers and medical providers and train them how to recognize legal issues. The lawyers also identify and address broader systemic problems to help remove reentry barriers to employment, housing or other issues. MLCP lawyers prevent people from becoming justice involved as well as helping the reentry population get reestablished after incarceration. Among services provided are: 1. Employment & benefits – clean up criminal records and reclassifying felonies to improve ability to get employment, obtain drivers' licenses, fight employment and denials. 2. Medical & health – assist with transferring Medi-Cal to LA County, restore eligibility for health benefits after incarceration. 3. Housing and health – fight evictions, discrimination, poor housing conditions, connect with mental health and SUD care. 4. Family reunification: provide guidance on child custody, visitation and reunification
Creating Opportunities and Real Experiences (CORE) – Justice Involved	New Program	Reentry	5	2	\$1,000,000	WDACS	WDACS- is proposing implementing a previously piloted program, Creating Opportunities and Real Experiences (CORE). This program aims to increase the likelihood of permanent job placement for system impacted youth or youth at-risk of being system impacted with employment opportunities and improve outcomes by building life skills and career development through employer engagement and adult mentoring. The program components include a subsidized internship with a justice system involved friendly employer, mentorship and peer to peer interactions and group work. The program mentorship component is administered by a professional mentorship organization that follows an established curriculum delivered in a cohort model allowing participants to learn about themselves and their peers. Partnerships are made with employers who have taken the fair chance pledge to hire justice involved individual with the opportunity to evaluate the participant for possible permanent placement. It is intended that graduates of the program will return to provide mentorship to new cohorts.
Harm Reduction Skid Row Service Center	New Program	Diversion, BH, Health	0	2	\$4,500,000	DHS-ODR	ODR- Establish a harm reduction drop-in multi-service center to provide a spectrum of health and support services on Skid Row for people who use drugs and people involved in sex work. The core of the center would include a drop-in sobering setting, syringe access and overdose prevention/ safer consumption site services, harm reduction based case management support, harm reduction and safe sex supplies, overdose prevention education and naloxone, basic wound care and on site and linkages to offsite substance use treatment, preventative health care and mental health care medical and mental health services, access to Medications for Addictions Treatment, peer support, other harm reduction supportive services. This will reduce barriers to healthcare that people who use drugs encounter due to stigma, racism, and discrimination. Aligns with ATI Recommendation #17 to create safe consumption sites
Workforce & Professional Development	New Program	Economic Opportunity and Sustainability	5	2	\$1,000,000	Third-Party Administrator	Community- Create & fund professional development and workforce development programs for returning Individuals to become effective trauma-informed providers of systems navigation, case management & substance abuse counseling.

Total Funding Amounts for Programs BOLDED, IN BLUE Reflects Unfunded Amounts for Tier I Programs	\$205,890,850.00
Total Funding Amounts for Tier 2 Programs	\$146,077,926.33
TIER 2 TOTAL	\$351,968,776.33

TIER 3 PROGRAMS

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Projected Cost	Grant Administrator	Descriptions
Youth Diversion and Skills Development	Expansion	Diversion, BH & Health	0	3	\$3,423,000	Parks	Parks - The Community Service Work Release Program was established as a diversion program providing adults public community service hours at the County of Los Angeles Department of Parks and Recreation. The long-standing adult program is administered by trained crew supervisors and instructors. Our proposal is to establish a similar diversion program for youth. With the goal of redirecting youth away from the formal processing in the juvenile justice system, our proposed program would provide supervision, skills building and supportive services. A new addition to this youth program, Social Workers would support youth workers by providing access to case management, navigating needed resources, leading peer support groups, trauma-informed care, aiding youth workers with issues that might impact work performance by empowering them with needed skills and supports to promote on-the-job success. DPR would be able to divert 4,000 youth per month, ages 14-24 (48,000 youth annually) from the juvenile justice system. There are many benefits to the program; it serves as an alternative to incarceration, a diversion program, establishes early prevention and intervention, and provides structure and guidance, in addition, to job training for youth to invest in their local community. This program would provide youth an opportunity to make investments in their local community by learning and performing these tasks. These tasks and projects could include weed abatement and fire suppression, aquatic weed eradication and algae control, landscaping, horticulture, graffiti removal, painting and trail maintenance.
Expansion of Family Reunification Services	Expansion	Diversion, BH & Health	0	3	\$3,487,195	DCFS	DCFS - The Department of Children and Family Services proposes to deepen its community engagement efforts and create pathways to support and strengthen families, through a re-envisioned Family Reunification (FR) model. Traditionally, FR focuses on providing a menu of intensive time-limited services to families to support parents as they reunite with their children. Expansion of the model as a delivery system seeks to address the unmet needs of youth, and specifically, those who have experienced trauma due to exposure to the justice system. The model will take a two-prong approach. One pathway will reimagine the current Parents in a Partnership program and Therapeutic Day Treatment program to expand services to families receiving pre- and post-reunification services, including targeted services and supports for transitional age youth and dual jurisdiction youth. The second pathway will build upon the Prevention and Aftercare programming and the Director’s Advisory Council to provide ongoing supports to youth aging out of AB12/Extended Foster Care focused on employment, housing, mentorship, and community resource navigation. This pathway will provide gap funding for servicing young adults from 21-25 years of age. Please see attachment A for the detailed program description.
Countywide Benefits Entitlement Services Team (CBEST)	Expansion	Diversion, BH & Health	0	3	\$4,467,000	DHS	DHS - The Countywide Benefits Entitlement Services Team (CBEST) is a program with the Department of Health Services Housing for Health, which provides housing and services to people with complex health and behavioral health conditions. CBEST provides benefit advocacy services (BAS) to assist individuals experiencing homelessness or at-risk of homelessness with obtaining sustainable income through government benefit programs (e.g., Supplemental Security Income, Social Security Disability Insurance, Cash Assistance Program for Immigrants, and/or Veteran Disability benefits). Services include intensive case management services, legal service/appeals representation, housing, linkages to medical and/or mental health care/services, immigration, and ID document services. The CBEST program was originally developed due to national statistics illustrating administrative barriers that disabled applicants experiencing homelessness face when applying for federal disability benefits; this population has a 15% likelihood of being approved for benefits when applying on their own. CBEST, programmatically organized to barrier bust each critical pivot point within the application process and has an overall benefit approval rate of 96%. Not only does CBEST help generate sustainable income for vulnerable populations, its services and impacts upon this population align with points 0 and 5 of the ATI Intercept Roadmap.
LAC + USC Respite and Recovery Center	New	Diversion, BH & Health	1	3	\$1,000,000	DHS	(New program) The LAC + USC Respite and Recovery Center and Residential services will offer sobering, withdrawal management, and residential services. This will be a phase 3 sobering services site to help to reduce incarcerations, minimize hospitalizations and assist actively intoxicated individuals by offering opportunities for harm reduction and a path to treatment. Substance use disorder (SUD) treatment services are evidence-based and include individual and group counseling, family therapy, and other services including individualized treatment plans that address avoidance of justice system involvement and/or support reintegration into community and social determinants of health (e.g. recovery bridge housing or permanent supportive housing, step-down levels of care, civic engagement, financial education, etc.), family reunification, financial education, and behavioral health support services, including all forms of trauma (e.g., sexual/intimate partner violence, abuse, racism, transphobia, etc.) to increase self-sufficiency and reduce recidivism. Drug Medi-Cal will fund a portion of the bed costs, but County funds in the amount of 10-50% plus room and board are needed to delivery these services at capacity. Additionally, the Department of Public Health, Division of Substance Abuse Prevention and Control (DPH-SAPC) does not have funding for capital and is covering those expenses via debt service spread out in future years, so funding for capital expansion for these services are needed. Once built, the services will likely be subcontracted to a community respite and recovery service.
Workforce Development	New Program	Economic Opportunity & Sustainability	5	3	n/a	Third-Party Administrator	Measure J Funded Workforce Development programs should include: 1) Immediate support for people reentering the community from incarceration and domestic abuse, including wraparound services, guaranteed basic income, rent assistance, mental health stipends, transportation support, and holistic health services 2) Specialized training to help with reentry that provides technology; trauma-informed, healing-centered and culturally-rooted approaches & work therapy models, including the arts as a healing methodology; support with legal fees; 24 hr. emergency supportive services; case management, including support connecting to adult school and vocational training; and work experience geared toward community wellness 3) Peer-driven models that provide employment opportunities for youth and adults with a focus on living wage jobs to do peace building and wellness work

TIER 3 PROGRAMS, CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Projected Cost	Grant Administrator	Descriptions
							<p>in their communities (such as the work of community health workers and holistic health providers), including leadership development and mentorship pipelines.</p> <p>4) Job training and placement models towards living wage jobs that provide living wages during job training and stipends / basic income for reentry populations for a minimum of 1 year and ideally for 3 years</p> <p>5) Peer-driven social enterprise expansion and development models that center the experience of reentry and diversion populations, especially those that have healing wellness as a central practice and provide entrepreneurship opportunities and training along with micro grants to start their own business</p> <p>6) Multi-stakeholder collaboration to ensure that the multiple needs of people are met.</p>
Early Care & Education (ECE) Home Visitor Apprenticeship	New	Economic Opportunity & Sustainability	0	3	\$1,250,000	DPH	<p>DPH - This Apprenticeship program is designed to solve two problems found in SPA 1 and SPA 2. SPA 1 Antelope Valley is a resource poor community with few career paths for the low-income people without a college education. Conversely, those organizations to serve the community needs are struggling to find a qualified workforce. A pathway to an education that leads to an associate level degree, or certificate completion is difficult to find, particularly for low-income women of color. While SPA 2 has more organizational resources both communities suffer from lack of parenting resources and childcare deserts - not enough quality childcare for the number of eligible children. Supervisor Barger and other county agencies have embarked on a plan to “grow our own” workforce investing in the education and skill-building of the residents in these communities. The ECE Home Visitor Apprenticeship is an 18-month workforce development program that addresses the specific training needs of home visitors by integrating work-based learning, coaching, no-cost college coursework, cohort learning, and paid work experience. Participants are low-income, women of color who seek employment as home visitors (family support; parent coaches), early educators (e.g., Head Start teachers), or small business owners as Family Child Care providers. Women are recruited from high poverty communities in Antelope and San Fernando Valleys. In partnership with DPH Home Visiting Program, the ECE Home Visitor Apprenticeship is a collaboration between Early Care & Education Pathways to Success (ECEPTS) as sector intermediary, Jewish Vocational Service SoCal as AJCC, Child Care Resource Center (CCRC) and Antelope Valley Partners for Health (AVPH) as employers, and Antelope Valley College and Pierce College.</p>
Justice-Involved Persons Experiencing Homelessness (PEH) Support Program	New	Economic Opportunity & Sustainability	5	3	\$1,000,000	WDACS	<p>WDACS- The Justice-Involved PEH Support Program intends to reduce recidivism and housing barriers by directly providing rent assistance, housing vouchers, and accompanying supportive services to those at-risk of losing their housing or without stable housing, so that they can then actively participate in workforce development programs. This will be done by having PEH program staff at each of our Comprehensive America’s Job Centers of California (AJCCs) providing supportive services in the way of rent assistance, housing vouchers, or related supportive services to those PEH that are justice-involved. This assistance will be like, and supplement and build upon, the CalWORKs Homeless Assistance (HA) Program. The CalWORKs HA Program helps meet the costs of securing or maintaining permanent housing or to provide emergency shelter when a family is experiencing homelessness. HA includes both temporary HA, which helps families pay the costs of temporary shelter, and permanent HA, which helps families pay a security deposit for permanent housing or to prevent eviction The Justice-Involved PEH Support Program will provide the same supports as the CalWORKs HA Program, but prioritize the justice-involved, extend and enhance the supports for those that are also participating the CalWORKs HA program, and expand to include other justice-involved PEH, such as the GR/GROW population, and others seeking services in our workforce system.</p>
Financial Well-being training and assistance	Expansion	Economic Opportunity & Sustainability	0	3	\$200,000	DPH	<p>DPH - The Department of Public Health African American Infant and Maternal Mortality (AAIMM) Prevention Initiative proposes an expansion of its financial well-being activities. Two important benefit programs that are not currently being used to their full allocation among communities of color in LA County are the Earned Income Tax Credit (EITC) and Paid Family Leave (PFL). EITC and PFL have both been shown to positively impact health and family well-being. DPH AAIMM has a partnership with the Dept. of Consumer & Business Affairs (DCBA) to assure uptake of EITC among Black residents by providing information, tax preparation events, and individual tax preparation assistance. DPH also has a contract with the California Work & Family Coalition to train Black community leaders on how to assist pregnant and newly parenting families with their PFL applications. DPH proposes to expand existing partnerships to train and provide work stipends to an initial group of ten African American women who will learn financial well-being and benefits navigation in order to support and expand employment in the Black community. Expanded capacity to work with DCBA and the Coalition will enable additional members of the Black community to access benefits that maximize the value of their existing employment and for others to gain employment skills to assist families in benefits enrollment.</p>
Youth Intervention and Prevention Programs	Expansion	Education Access & Youth	0	3	n/a	Third-Party Administrator	<p>Fund and expand intervention and prevention programs that are long term and sustainable with these elements: wraparound services, trauma-informed and/or healing-centered, resiliency training, address intersectional issues, provide family support and basic needs (e.g., transportation, school supplies, computers, food, housing, and financial literacy), focus on alternatives to policing and punitive punishment, end carceral and school-to-prison as well as school-to-prison-to-deportation pipeline practices, provide mental health services, and provide comprehensive array of services at a cost-effective low price or no cost at all.</p>
Gender and Racial Equality Youth Professional	New	Education Access & Youth	0	3	\$500,000	WDACS	<p>WDACS - The County of Los Angeles Board of Supervisors has prioritized job training and educational services to county youth in target populations. Girls of color and LGBTQI+ youth are among the County’s target, underserved youth populations. According to the Black Women’s Blueprint and the California Black Women’s Health Project, between 40-60% of African American girls have experienced sexual abuse by the time they turn 18. According to the Human</p>

TIER 3 PROGRAMS, CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Projected Cost	Grant Administrator	Descriptions
Development Youth Program							Rights Campaign, lesbian, gay and bisexual youth have higher rates of sexual abuse and sexual violence than heterosexual (straight) youth (while 40% of trans individuals who attempted suicide were victims of sexual abuse). Moreover, African American and Latinx LGBTQI youth are more likely to be suspended, expelled, and pushed out of school and make up 15% of the juvenile incarcerated population. According to L.A. 's LGBT Center, LGBTQI+ identified youth constitute approximately 40% of L.A. County's unhoused youth population. In order to redress the disproportionate impact of institutional racism/sexism/homophobia, sexual/domestic violence, health disparities, gender-based wage disparities, homelessness and underemployment on African American and Latinx young women via young women's and LGBTQIA+ youth leadership, WDACS is proposing expanding implementation of gender justice-oriented professional development, college readiness, and job training with a strategic focus on African American youth in South L.A.
Justice-Involved Navigation and Mentorship Program	New	Education Access & Youth	5	3	\$1,000,000	WDACS	WDACS - The Justice-Involved Navigation and Mentorship Program intends to reduce recidivism and break barriers by preparing the justice-involved for re-entering the workforce. This will be done by having dedicated navigator advocate staff at each of our Comprehensive America's Job Centers of California (AJCCs) providing direct linkages to support networks such as the Office of Diversion and Re-entry's (ODR) Re-entry Intensive Case Management Services (R-ICMS) that address specific barriers such as mental health and substance abuse issues, linkages to immediate wage and social supports such as Department of Public Social Services (DPSS) GAIN or GROW programs, CalFresh and MediCal, and provision of in-house AJCC career services that connect them to living wage jobs. These navigational and advocacy services are enhanced by mentorshipThe Justice-Involved Navigation and Mentorship program is to offer specialized employment navigation and mentor services to justice-involved individuals in the community through the County's America's Job Center of California (AJCC) system. The primary responsibility of this position is to assist in the planning, authorizing, and monitoring of employment supports. The Justice-involved Advocate/Mentor should have the knowledge and expertise necessary to initiate successful planning and coordination of supports to help justice-involved individuals gain meaningful employment, as well as sustain those jobs, and to increase the likelihood of career advancement. This staff will be certified through Offender Workforce Development Specialist (OWDS) training, is preferred to have lived experience to provide enriching mentorship and are to understand the impact of justice-involvement on communities as it relates to racial equity. Mentorship will take the form of peer group workshops as well as one-on-one guidance.
Investing in Youth Intervention and Prevention through Community and Community-Based Organization Partnership	Existing Program with Modifications	Education Access & Youth	0	3	n/a	Third-Party Administrator	Fund and expand intervention and prevention programs that are long-term and sustainable with these elements: wraparound services, trauma-informed and/or healing-centered, resiliency training, address intersectional issues, provide family support and basic needs (e.g. transportation, school supplies, computers, food, housing, and financial literacy), focus on alternatives to policing and punitive punishment, end carceral and School-to-Prison as well as School-to-Prison-to-Deportation Pipeline practices, provide mental health services, and provide a comprehensive array of services that are cost-effective low- or no-cost.
WDACS EMT Training Program	New	Education Access & Youth	0	3	\$675,000	WDACS	WDACS - WDACS, in collaboration with the Department of Health Services Consortium of Hospital Based Violence Intervention, propose a paid pipeline program to EMT training and employment for victims of interpersonal violence, ages 16-24, at risk of reinjury and justice involvement in LA County. WDACS has had great success with its County Youth Bridges Program, which has managed to train and place over 1,500 at risk youth in County department assignments and jobs across the county since FY 19-20. Of these, over one-third (over 400) have reported justice-involvement. Working closely with the DHS and its three HVIP programs at Rancho Los Amigos Rehabilitation Center in Downey, LAC-USC Medical Center in Boyle Heights, and Harbor-UCLA Medical Center in Torrance, the office will expand upon this programming by implementing a series of training and volunteering activities that prepare violently injured at risk youth for jobs as EMTs. Training activities will include: 1.) 200 hours of hands-on instruction, based on a rigorous hybrid EMT curriculum, 2.) a series of learning sessions that focus on basic life skills (including managing finances, filling out applications etc.), and 3.) volunteering opportunities and internships at county health facilities and local EMT agencies. Program sessions, which emphasize practical experience, will be organized at the hospitals where participants were first injured to ensure that trainees gain experience in the communities they hail from, and that they have an opportunity to develop a culturally sensitive practice of care that considers the difficult life circumstances of people they will potentially serve. Trainings will also emphasize linkages and opportunities with regional emergency services including county fire departments and EMT operators to maximize the chances of local job placement in Los Angeles County. Selections of participants will prioritize BIPOC youth (18 years is the cutoff for EMT certification) at risk of reinjury and justice involvement referred from the DHS's three HVIPs, and the non-county HVIP at St. Francis Medical Center in Lynwood. Prospective participants will be enrolled based on interest, availability, and a risk and skills assessment that will be administered by the community-based organization EMT Corps sub-contracted to support the technical training program. To support participants in the program and ensure their completion of training, DHS and WDACS will continue to work closely with their local government and community-based partners including the Department of Public Health, Department of Mental Health, Office of Violence Prevention, Department of Workforce Development Aging and Community Services, Mayor's Office of Gang Reduction Youth Development,; and the violence prevention NGOs – Soledad Enrichment Action, and Southern California Crossroads, who provide case management services for the HVIPs at Rancho, LAC-USC, and Harbor-

TIER 3 PROGRAMS, CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Projected Cost	Grant Administrator	Descriptions
							UCLA. Through these partnerships, DHS HVIPs and the EMT program will continue to provide wraparound services (financial assistance, housing vouchers, skills training, employment opportunities, referrals to mental health services) and a stipend to cover basic expenses during the 10-week training.
Restorative Justice Capacity -Building Project for Youth-Serving Organizations	New	Education Access & Youth	0	3	\$ 64,500	ODR-YDD	ODR-YDD - Currently, two Youth Diversion and Development (YDD) providers offer restorative and transformative justice services as well as training for community members and providers in restorative and transformative justice services. These organizations have developed a proposal in collaboration with the LA Youth Uprising Coalition, Youth Justice Coalition, and UCLA School of Law Criminal Justice Program for a capacity-building initiative in FY 2021-22 that would advance the following goals of YDD: 1) That all YDD providers are trained in restorative and transformative justice, integrate restorative practices in their own organizational culture, and are given the tools they need to become practitioners of restorative and transformative justice for youth and community members they serve. 2) That leading youth-serving restorative and transformative justice providers are able to provide opportunities for other organizations to receive education and training that builds capacity for restorative practices among adult-serving providers per the Alternatives to Incarceration Rec. #7 and the Youth Justice Reimagined model. Restorative and transformative justice services provide community-building opportunities, opportunities to address systemic harms, and opportunities to repair individual harm caused using strategies that are healing rather than punitive.
YDD Expansion of Reentry Resource Navigator Program for Youth Returning Home from DJJ	Expansion	Education Access & Youth	5	3	\$1,230,735	ODR-YDD	ODR-YDD - This proposal requests the expansion of a model called "Lead On," established by Impact Justice and YDD. Lead On hire formerly incarcerated and/or systems-impacted young adults, primarily ages 21-35, as reentry resource navigators for young people currently incarcerated in or recently released from California's Division of Juvenile Justice (DJJ) or other local detention facilities. The Lead On peer navigators are placed and supported by local community-based host organizations throughout LA County. In the first year of implementation of the Lead On project, 20 peer navigators were onboarded and received a living allowance stipend, one-on-one professional development coaching and career planning, access to working spaces and technology, and support for their host organizations. The following 10 organizations hosted Lead On participants in the first year: Anti-Recidivism Coalition, Inside Out Writers Breaking Through Success, Healing Urban Barrios, Defy Ventures, Boyle Heights Arts Conservatory, Amity Foundation, AMAAD, Centro CHA Inc., and Children's Defense Fund – CA.
Misdemeanor Incompetent to Stand Trial (MIST)	Expansion	Housing	2	3	\$26,000,000	DHS-ODR	ODR - The Misdemeanor Incompetent to Stand Trial-Community Based Restoration (MIST-CBR) program diverts individuals facing misdemeanor charges who are found incompetent to stand trial into community-based settings to be restored to competency. The CBO operated community-based settings are tailored to meet the needs and clinical acuity of the clients; placement ranges from acute inpatient to open residential settings. Supportive and clinical services in the community-based sites focus on mental health (including psychiatry) treatment, regaining competency, linkage to mainstream benefits, life skills, and more. Following restoration of competency or "max-out," the on-site case management team ensures connection to DMH services and supports transitions to community-based housing opportunities, such as board and care, PSH, or shared housing.
Crisis Response: Investing in Communities to Reduce Trauma	New	Reentry	0	3	\$1,975,000	DPH	DPH - On September 29, 2020 motion the Board of Supervisors instructed OVP to develop a model for a coordinated, community-based Crisis Response and Violence Intervention Program (CRVIP). This model was designed to align and complement the work of the Department of Mental Health (DMH)'s and Alternatives to Incarceration (ATI)'s LA County Alternative Crisis Response (ACR). Committee charged with building new systems for receiving, assessing, triaging and mounting a nonplan enforcement response to crisis across Los Angeles County communities. As a complement to ACR, the focus of OVP crisis response would be AFTER a crisis has occurred (including deaths by law enforcement) to: 1) Provide comfort to close family or friends of victims of violence after a crisis event occurred in order to promote healing, address immediate needs, avert long-term mental health consequences, and reduce the risk of retribution, and 2) Reduce the trauma caused by exposure to violence among community residents generally, starting with those who are connected to the victim/s or were direct observers of violence but extending outward to the community as whole, with particular emphasis on exposure of children and youth. Components of the crisis response will include: 1) Rapid, in-home, or in-community connection to the individuals and families most directly affected, 2) Prompt community-wide communication and response (this outreach role will rely on credible messengers including interventionists and peace ambassadors) and, 3) Follow-up and referral processes to identify and provide linkages to providers and services that are already set up to provide ongoing/longer term needs including mental and behavioral health needs.
Justice-Involved Persons Experiencing Homelessness (PEH) Support Program	New	Reentry	5	3	\$2,100,100	WDACS	WDACS - The Justice-Involved PEH Support Program intends to reduce recidivism and housing barriers by directly providing rent assistance, housing vouchers, and accompanying supportive services to those at-risk of losing their housing or without stable housing, so that they can then actively participate in workforce development programs. This will be done by having PEH program staff at each of our Comprehensive America's Job Centers of California (AJCCs) providing supportive services in the way of rent assistance, housing vouchers, or related supportive services to those PEH that are justice-involved. This assistance will be like, and supplement and build upon, the CalWORKs Homeless Assistance (HA) Program. The CalWORKs HA Program helps meet the costs of securing or maintaining permanent housing or to provide emergency shelter when a family is experiencing homelessness. HA includes both temporary HA, which helps families pay the costs of temporary shelter, and permanent HA, which helps families pay a security deposit for permanent housing or to prevent eviction. The Justice-Involved PEH Support Program will provide the same supports as the CalWORKs HA Program, but prioritize the justice-involved, extend and enhance the supports for those that are also participating the CalWORKs HA program, and expand to include other justice-involved PEH, such as the GR/GROW population, and others seeking services in our workforce system

TIER 3 PROGRAMS, CONT'D

Program Name	New or Existing Program	Category	Intercept Model	Tier	Original Projected Cost	Grant Administrator	Descriptions
Whole Person Care Reentry Pre-Release Program	Other	Reentry	5		\$5,844,000	DHS	<p>DHS- This request is for continuation of the Whole Person Care Reentry Pre-Release Program past the funding expiration on December 31, 2021. The program provides release planning and linkage to community services for individuals in LA County jails experiencing chronic or complex medical conditions, mental illness, substance use disorders and/or homelessness. Services include:</p> <p>Strengths/needs assessment and development of a reentry plan/care plan;</p> <ul style="list-style-type: none"> • Initiation of Medi-Cal application while in custody and assistance in obtaining CA ID, birth certificate, and GR as needed; • Linkage to community-based services including substance use treatment, medical and mental health treatment, interim housing, SSI advocacy, and employment assistance; • Eligibility for a 30-day supply of essential prescription medications at release; • Transportation services from jail to the community; • Point-of-release services at the WPC release desk including arranging transportation, shelter or other services. Clients are linked to Community Health Workers (CHWs) with lived experience of prior incarceration, who provide service navigation, mentoring and assistance in the community for up to 6-12 months after release. This request includes funding for CHWs stationed at the jails who work with clients while in jail and continue with them in the community after release. Other clients are connected to CHWs based at community-based organizations throughout LA County
Fair Chance Hiring Campaign	Expansion	Reentry	0	3	\$200,000	WDACS	<p>WDACS- Expand opportunities to increase employer engagement for the justice involved community. WDACS recommends Measure J funding to: 1) Continue Funding the Fair Chance (FC) Hiring Campaign. According to 2021 research conducted by USC's Sol Price Center for Social Innovation (CSI), inclusive hiring strategies are not well represented across all employment sectors despite the range of FC Hiring efforts. A central pain point is the lack of education and general knowledge employers have regarding its objectives, and opportunities for the implementation of FC Hiring strategies. Efforts such the FC Hiring Campaign by WDACS are critical for increasing employer understanding of the critical role hiring from justice involved populations plays in ensuring individual and economic sustainability. Currently, WDACS has over 200 employment partners across LA County that have committed to engaging in FC Hiring efforts. Additional funding would give WDACS and its partners the opportunity to invest in continued outreach which would further expand employment pipelines across sectors for the target population 2) Invest in Los Angeles County Employment Focus Groups. USC's CSI has developed a framework for engaging employers in developing inclusive Hiring Strategies known as the Design Thinking Model (DTM). The DTM focuses on solution-based problem solving. We wish to apply the DTM to our established and growing employment partner network to further the conversation and develop iterative solutions to inclusive hiring strategies for formerly incarcerated individuals. Focus groups will give WDACS and its partners a deeper understanding of the challenges employers face when implementing FC Hiring strategies and provides an opportunity for a collaborative process to develop solutions that are employer centered. Identified solutions can be piloted and tested through funding by Measure J.3) Offering Incentives for Reporting Hiring Violations FC Hiring strategies from other jurisdictions focus on holding employers accountable to ensure inclusive hiring. Measure J Funding can incentivize the reporting of hiring violations by employers engaging in the hiring process with formerly incarcerated individuals. A best-practice from Washington D.C. provided individuals who reported violations of Ban-the-Box and Fair Chance Laws a stipend and fined employers identified. Its central objective was to ensure all employers adapt hiring strategies that meet established laws pertaining to FC Hiring to further educate employers. The City of Los Angeles has stated that very few individuals have come forward to report violations of their Ban the Box ordinance. Advocates report that this is due to fear of retaliation and few incentives to report violations</p>
TIER 3 TOTAL:					\$54,416,530		

TOTAL GAP IN FUNDING FOR YEAR ONE

Tier 2 Total	\$351,968,776.33
Tier 3 Total	\$54,416,530.00
TOTAL YEAR ONE FUNDING GAP	\$406,385,306.33