ACKNOWLEDGEMENTS

The Community Investment for Families Department (CIFD) thanks the CIFD staff, Community Action Board, the Commission on Community and Family Services, and the Domestic Violence Alliance for their contributions to the development of the strategic plan. Your perspectives, wisdom, and contributions have allowed CIFD to develop a unified direction for the next three years that represents our common values, strengths, and aspirations.

A SPECIAL THANK YOU

Thank you to the Mayor’s Fund for Los Angeles for supporting the development and production of CIFD’s first strategic plan.
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**Neighborhood Improvement Project:**
*Celes King III Pool*
We want to create a pathway to prosperity for generations to come.
Esteemed Colleagues,

On behalf of the Los Angeles Community Investment for Families Department (CIFD), I am excited to share our first
departmental Strategic Plan for Fiscal Years 2022-25. We welcome the opportunity to share our early successes and
discuss opportunities to strengthen our department’s capacity to address our shared priorities.

Our Strategic Plan reflects CIFD’s commitment to providing resources and a social safety net for families and low-income
Angelenos. We outline our department’s ambitious goals of alleviating poverty by confronting its root causes. This Strategic
Plan will also demonstrate CIFD’s capacity to maintain proper oversight of approximately $300 million in federal and state
entitlement funds.

By tailoring our department’s programs to the unique needs of Los Angeles residents, we aim to provide efficient financial
relief, incite smart policy reforms, create opportunities for generational wealth, and connect low-income individuals to
available city resources. Our short-term goals prioritize establishing, streamlining, and improving internal systems, while our
long-term goals articulate our commitment to support historically underserved communities across the City of Los Angeles.

Our team is well-equipped for the task ahead of us: we have been on the frontlines of the City’s pandemic response efforts,
primarily through the implementation of programs aimed at serving the hardest-hit households and neighborhoods. Since
July 2021, CIFD, in partnership with the Mayor and the City Council, we launched several COVID-response programs for
underserved populations, including “FEED LA” to address food insecurity, a $10 million childcare subsidy program for
essential workers, managed the nation’s largest hotel subsidy program for victims of domestic violence and human
trafficking, and assisted the City’s efforts to offer emergency rental assistance to eligible tenants. In 2022, we also
launched BIG:LEAP, the largest guaranteed income program in the country, which reached more than 3,200 households,
and also announced the creation of “Survivors First”, the city’s first housing-first program for victims of intimate partner
violence, domestic violence, and human trafficking. CIFD programs and policies are focused on the uneven and inequitable
distribution of prosperity, opportunity, and wealth among Angelenos.

CIFD’s three-year Strategic Plan includes measurable, annual benchmarks. This plan will identify the specific action steps
we will take to implement the department’s vision to break the cycle of generational poverty by building community wealth
and creating opportunities for all Angelenos to prosper. The priorities and goals identified for this upcoming fiscal year
reflect our commitment to address the ongoing challenges. We will remain committed to being a leader in creating
systemic change through the delivery of performance-based, equitable, and inclusive programs and services for Angelenos.
The Community Investment for Families Department is determined to directly confront the challenges ahead and looks
forward to continued collaboration with all of you.

Respectfully,

Abigail Marquez
General Manager
Paths to Prosperity
VISION
To break the cycle of generational poverty by creating community wealth

MISSION
To align and augment community investments for families and neighborhoods and create opportunities for all Angelenos to prosper

VALUES
Collaboration
Commitment to Equity
Communication
Compassion
Innovation
Teamwork
The Opportunity Gap

Every Angeleno is equally deserving of the opportunity to thrive. CIFD is working to bridge this opportunity gap to ensure all Angeleno children, families, and communities have access to the resources and support they need to thrive.

700,951 Angelenos live in poverty

30% of Angelenos in poverty are children

Families work, but do not earn enough:

95.4% of households have at least one working adult

63% RENTERS

81% of head of households who work are employed full-time and year round

One-in-three Angelenos spend more than 50% of their income on rent

196,389 households are led by single moms

More than 41,000 unhoused Angelenos

*www.census.gov
Fulfilling our Mission
Investing in Communities

Annually, the City of Los Angeles Community Investment for Families Department receives funds from the U.S. Department of Housing and Urban Development to administer and manage the Community Development Block Grant program. This program funds various nonprofit agencies and City departments to implement services that benefit low- and moderate-income persons, resolve slum and blight concerns, and address community development needs.

The program priorities are identified through the consolidated planning process. This process assesses need, fosters community-wide dialogue around funding priorities, and ultimately makes data-driven and place-based investment decisions regarding federal community planning development grants.

Neighborhood Improvement

The Community Development Block Grant program funds neighborhood improvement projects at facilities that are public or nonprofit-owned and provides public services benefiting low-to-moderate income households in the community. Projects include renovations of community centers, homeless shelters, neighborhood park improvements, installation of neighborhood sidewalks, and other infrastructure improvement projects.

Service Payback Program

Capital projects have loan agreements with the City that are paid back through the provision of services to low-income individuals.

"You can never go wrong by investing in communities and the human beings within them."
- Pam Moore
Neighborhood Improvement Project:
Lincoln Pool (Before)
Neighborhood Improvement Project:
Lincoln Pool (After)
# Investing in Families

The Community Investment for Families Department administers and manages more than $300 million in grants for programs that invest in strengthening families and communities, ending generational poverty, and creating community wealth. Services are provided through a prevention continuum that addresses a family's crisis, stabilizes their economic security, and builds economic resilience.

## CRISIS

### Prevention Programs: Addressing Urgent Needs

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<th>Domestic Violence Shelter Operations</th>
<th>Survivors First</th>
<th>Kids First</th>
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<tr>
<td>The Domestic Violence Shelter Operations offer safe emergency and transitional housing to individuals and families who are experiencing violence or who face homelessness due to domestic violence, coupled with supportive services to meet their specific needs, including planning for safety, increasing resources, and improving emotional and physical well-being.</td>
<td>Survivors First is the first permanent housing program in the city dedicated to survivors of domestic violence and human trafficking. The program offers flexible financial assistance to help survivors establish or maintain permanent housing.</td>
<td>Kids First provides students and families in the San Fernando Valley with basic needs, mental health support, financial wellness, and educational support to improve educational outcomes for housing insecure students.</td>
</tr>
</tbody>
</table>

### Human Trafficking Shelter Operations

The Human Trafficking Shelter Operations provide safe emergency and transitional shelter beds and supportive services to adult survivors of sex or labor trafficking.

### Domestic Violence Restraining Order Clinic

The Domestic Violence Restraining Order Clinic is the first fully functional restraining order clinic outside of a LA Courthouse. Victims who need a restraining order can visit the clinic located on the LA County + USC Hospital Campus and obtain a 21-day temporary restraining order signed by a judge without ever having to go into the courthouse.

## STABILITY

### Family Stability Services: Empowering Families for Economic Security

<table>
<thead>
<tr>
<th>FamilySource Center (FSC)</th>
<th>Teen Parent Prosper</th>
<th>Office of Traffic Safety</th>
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<tbody>
<tr>
<td>FSCs are one-stop centers for social, educational, work, and family support services. With 16 locations throughout the city, FSCs provide resources to help families increase their income, establish financial security, and build academic success.</td>
<td>The Teen Parent Prosper program provides subsidized employment for low-income, unemployed teen parents, coupled with academic and wraparound support to increase family income and high school graduation rates.</td>
<td>The Office of Traffic Safety programs provide child passenger safety and safe biking and walking instruction to children, parents, and seniors.</td>
</tr>
</tbody>
</table>
**THRIVE**
Community Wealth: Building Economic Resilience

**BIG:LEAP**
BIG:LEAP is the largest guaranteed basic income program in the nation, and is providing more than 3,200 Angelenos with $1,000 a month for 12 months.

**Free Tax Prep LA**
Free Tax Prep LA provides low-to-moderate income households with free tax preparation services and helps taxpayers claim tax credits.

**Opportunity LA**
Opportunity LA provides every LAUSD first grader with a Children’s Savings Account, and an initial $50 seed deposit for college.

**BOARDS and COMMISSIONS**
Guiding the program development of these programs are the following commissions:

<table>
<thead>
<tr>
<th>Commission on Community and Family Services</th>
<th>Community Action Board</th>
<th>Domestic Violence Alliance</th>
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<tr>
<td>The Commission on Community and Family Services advises the City of Los Angeles’ leadership on issues of poverty; the needs of children, youth, and their families; and policy recommendations.</td>
<td>The Community Action Board advises on the development, planning, implementation, and evaluation of Community Services Block Grant (CSBG) funds and other programs that serve families living below the poverty level throughout Los Angeles.</td>
<td>The Domestic Violence Alliance advises and guides the development and coordination of the City’s domestic violence programs and advises on legal advocacy, legislation, and victim services.</td>
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2021 - 2022 Overview

74,806 People served across programs

2,927 Domestic Violence & Human Trafficking survivors served

1,638 Sheltered survivors

$6.2M Distributed in rental and utility assistance across all programs

$3.5M to support survivors in their transition to permanent housing

Prevented 20,330 people from homelessness across programs

81% Improved housing stability

*www.census.gov
44,363
Children savings accounts opened

$441,995 in financial aid and scholarships for post-secondary education

11,859
K-12 students served

$441,995
Children savings accounts opened

$1,000 per month for the next 12 months

3,204
Angelenos received

$53M Increased household income

12,310
Tax Returns Filed

$6.4M Assisted taxpayers claim in Earned Income Tax Credits

$6.3M in Child Tax Credits

*www.census.gov
Our Path
Forward
The Planning Process

The Community Investment for Families Department’s (CIFD) first strategic plan as a new department, will serve as a roadmap for the next three years for implementing programs and policies that advance our mission and goals. CIFD engaged the services of a consultant to facilitate the development of our strategic plan. In developing our strategic plan, we examined our core identity, strategic direction, and unique advantages. We engaged our leadership team, which incorporated input from department staff, the Community Action Board, Commission on Community and Family Services, and the Domestic Violence Alliance.

To gain a better understanding of the current state of poverty in the city, the department identified key trends through multiple planning meetings, completed an assessment and analysis of socio-economic data, including our recently completed 2021 Community Needs Assessment, and used the Results Oriented Management and Accountability (ROMA) cycle to track our progress in achieving our goals. ROMA is a performance-based initiative designed to preserve the anti-poverty focus of community action and to promote greater effectiveness among agencies providing services under a Community Services Block Grant (CSBG) program. CIFD’s strategic plan has incorporated the ROMA Next Generation Theory of Change Goals. See below for more details.

CIFD has developed measurable objectives and strategies to meet the ROMA goals by utilizing the ROMA cycle of assessment, planning, implementation, achievement of results, and evaluation. CIFD will continue to analyze its strategic plan goals and objectives to identify meaningful ways to enhance capacity and improve services to the low-income population of our service area.

This engagement process established the foundation for CIFD’s 2022-2025 strategic plan.

ROMA Next Generation Theory of Change Goals

**Goal 1**
Individuals and families with low incomes are stable and achieve economic stability.

**Goal 2**
Communities where people with low incomes live are healthy and offer economic opportunity.

**Goal 3**
People with low incomes are engaged and active in building opportunities in communities.
LEVERAGE RESOURCES

Objective
Improve the way the City plans and allocates its CDBG funding to reduce the risk of losing funds and increase the impact of the funds on low-income communities.

Opportunity for Improvement
The City is regularly challenged with expending its CDBG funds in a timely manner.

Strategies
- Adopt a revised CDBG expenditure policy to target resources in areas of higher need and to update the City’s policies on planning and expending the grant
- Conduct slum blight studies to identify or develop a framework and criteria to select Neighborhood Improvement Districts (NID), including consideration of citywide planning efforts, and establish NIDs throughout the city
- Develop multi-year priorities and budget for CDBG funds in collaboration with key stakeholders
- Engage key stakeholders to focus investments in NID within the five-year Consolidated Planning budget process

Strategically leverage Community Development Block Grant (CDBG) funds to mitigate blight and permanently transform neighborhoods

Aligned with the Community Action National Performance ROMA Goal 2
REDUCE POVERTY

Objective
Lift 100,000 households out of poverty by 2035.

Opportunity for Improvement
There is no coordinated, unified plan for the City to address poverty.

Strategies
- Partner with key City departments to identify and coordinate existing and potential initiatives and programs in low-income communities
- Facilitate cross-sector partnerships with City, County, LAUSD, and stakeholders to develop strategies to enhance pathways toward economic resilience for low-income households
- Work with Mayor and City Council to adopt a citywide poverty measurement to lift 100,000 households out of poverty by 2035
- Create dashboard(s) to monitor and report on the indicator status of adopted poverty measures
- Establish a multi-jurisdictional working group to develop a universal child care initiative for Los Angeles as an intergenerational solution to poverty
ALIGN SYSTEMS

Objective
To integrate and align services to better serve Angelenos and create greater impact.

Opportunity for Improvement
Local, County, and State strategies, polices, and programs that address poverty are often uncoordinated. Policy makers approve related, but disconnected unsynchronized investments and Angelenos must navigate - or choose between - similar complex programs and benefits.

Strategies
- Partner with academic institutions to conduct an assessment and identify points of collaboration to advance anti-poverty strategies
- Facilitate ongoing discussions with other city and county departments with the goal of aligning resources and service coordination
- Establish data collection activities to understand and track implementation and outcomes; use data to develop clear steps to strengthen policy reforms and/or program program enhancements
- Monitor changes to continue to identify opportunities for strengthening alignment, outcomes, and collective impact

Aligned with the Community Action National Performance ROMA Goal 1

Establish cross-sector partnerships and align anti-poverty strategies, policies, and programs
DELIVER FIRST-CLASS CUSTOMER SERVICE

Objective
Build capacity by incorporating technology into our department’s administrative and financial management procedures to create lean and efficient processes. This will help reduce or eliminate duplications and delays in the workflow while exponentially increasing productivity.

Opportunity for Improvement
Build out CIFD’s internal infrastructure to quickly implement the complex City, State, and Federal grant required processes to support our staff and partners.

Strategies
- Create a department-wide information system that will help manage the City’s fiscal responsibilities, programmatic project activities, and cash management for our partners and grantors
- Pursue close collaboration with City Departments to identify and implement simplifications to CIFD contracting procedures
- Implement processes and build staff capacity to execute contracts and amendments within 30 days and process invoices within 15 days
- Build staff capacity by providing training, support, and guidance to retain talented staff and maintain low vacancy rate

Aligned with the Community Action National Performance ROMA Goal 2

GOAL 4
Deliver outstanding customer service to CIFD’s contractors, partners, and other City departments
COMMUNITY ENGAGEMENT

Objective
Establish effective relationships and forums to coordinate the planning, implementation, and evaluation of anti-poverty strategies, policies, and programs.

Opportunity for Improvement
Through feedback and collaboration, community engagement will enable CIFD to offer program and policy recommendations to the Mayor and City Council that are responsive to the needs of communities across the City. This will also build deeper, stronger and more trusting relationships with various community partners and stakeholders.

Strategies

- Develop a community engagement plan with vulnerable populations and communities that includes actively listening, being responsive, and incorporating feedback in the development of programs, policies, and other areas of work

- Develop a diversity, equity, and inclusion action plan in partnership with vulnerable populations and communities

- Create inclusive multi-lingual communications to increase the accessibility of agency program information and services

- Increase agency engagement with organizations representing diverse and vulnerable populations and communities
Community Action Promise

Community Action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live.

We care about the entire community, and we are dedicated to helping people help themselves and each other.