### COMMUNITY INVESTMENT FOR FAMILIES DEPARTMENT

2022-2025



COMMUNITY INVESTMENT FOR FAMILIES DEPARTMENT Paths to Prosperity

#### 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.











Neighborhood Improvement Project: *Celes King III Pool* 

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We want to create a pathway to prosperity for generations to come.

### A letter from the **General Manager**

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



# 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.



\*www.census.gov



### **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)

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### **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

#### Domestic Violence Shelter Operations

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.

#### 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.

#### STABILITY

**Survivors First** 

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.

#### 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.

#### **Kids First**

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.

#### **Solid Ground**

The Solid Ground Homelessness Prevention Program helps prevent new cases of homelessness for families by stabilizing housing and working with them to build a more financially secure future.

Family Stability Services: Empowering Families for Economic Security

#### FamilySource Center (FSC)

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.

#### **Teen Parent Prosper**

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.

#### **Office of Traffic Safety**

The Office of Traffic Safety programs provide child passenger safety and safe biking and walking instruction to children, parents, and seniors.



#### 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 lowto-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:

#### Commission on Community and Family Services

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.

#### **Community Action Board**

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.

#### Domestic Violence Alliance

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.



74,806 People served across programs

2,927 Domestic Violence & Human Trafficking survivors served

Sheltered **1,638** survivors

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



Children savings accounts opened K-12 students served

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

**BIG:LEAP** 

**3,204** Angelenos received **\$1,000** 



..... Increased household income

per month for the next 12 months

Assisted taxpayers claim \$6.4M

in Earned Income Tax Credits and



**12,310** Tax Returns Filed \$6.3M in Child Tax Credits



# **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.



# **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

# GOAL 1

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

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### **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









Lead effort to end child and family poverty in the City of Los Angeles by 2035

Aligned with the Community Action National Performance ROMA Goal 1

### **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

Establish cross-sector partnerships and align anti-poverty strategies, policies, and programs

Aligned with the Community Action National Performance ROMA Goal 1



### 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



Deliver outstanding customer service to CIFD's contractors, partners, and other City departments

Aligned with the Community Action National Performance ROMA Goal 2

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### **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 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

GOAL 5

Create meaningful engagement opportunities for diverse and vulnerable populations to influence programs, policies and advance system changes to end poverty

Aligned with the Community Action National Performance ROMA Goal 2

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ommuni Tion 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.

Community Investment for Families Department City of Los Angeles

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### Stay Connected





