



**COMMUNITY
INVESTMENT
FOR FAMILIES
DEPARTMENT**
Paths to Prosperity



ERIC GARCETTI, MAYOR
ABIGAIL R. MARQUEZ, GENERAL MANAGER

May 24, 2022

Council File: 22-0041
Council District Request: 6, 7, and 4
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Honorable Members of the City Council
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Legislative Assistant

TRANSMITTAL: REPORT BACK ON THE PROPOSED STRATEGIC ACTION PLAN FOR ENDING FAMILY AND CHILDHOOD POVERTY IN LOS ANGELES BY 2035

SUMMARY

The General Manager of the Los Angeles Community Investment for Families Department (CIFD) respectfully requests that you review this transmittal and forward it to the appropriate committees for further consideration. As requested by the City Council and in concurrence with the Mayor, this report outlines CIFD's recommendations and initial framework toward achieving the goal of ending family and childhood poverty in Los Angeles by 2035. This report begins to gather existing programs aimed at reducing poverty, including those established in response to the pandemic, as a first step to developing a robust strategy. In addition, this report includes initial recommendations for identifying new programs, expanding the impact of existing programs, and developing policies to measurably alleviate poverty. This initial framework will inform the City and CIFD's next steps in establishing a thorough strategic plan to end family and childhood poverty by 2035.

RECOMMENDATIONS

- I. That the City Council, subject to the approval of the Mayor:
 - A. **INSTRUCT** CIFD to work in collaboration with other City departments to develop and adopt a citywide poverty definition to be used for all City programs. The cost of living for Los Angeles households is far higher than most cities; thus, more income is needed to meet basic needs and our definition of poverty should be broader than the limits of the Federal Poverty Level.

- B. **DIRECT** CIFD to convene a working group to continue collaborating with all City departments administering programs related to the alleviation of poverty in the City of Los Angeles. This working group will further develop a landscape analysis of existing poverty alleviation programs, identify gaps in services, create shared intake processes where possible, coordinate data, and identify opportunities to enhance resources. This working group will also inform the City's Five-Year Consolidated Plan and will integrate strategies identified to reinforce the City's commitment to leverage federal, state, and local resources to end child and family poverty by 2035.

- C. **INSTRUCT** CIFD to identify and collaborate with academic experts and researchers to conduct literature reviews to identify data-backed (1) protective factors, (2) risk factors, and (3) effective anti-poverty tactics, in order to have an evidence-based approach to developing programs and policies to most accurately and efficiently prevent and provide relief from poverty, and report back within 120 days.

- D. **INSTRUCT** CIFD to lead discussions for the development of cross-regional strategies that align efforts by county and state programs to combat poverty.

- E. **AUTHORIZE** CIFD to award, negotiate and execute a contract with Western Economic Services, LLC, for Consolidated Planning consultation, a vendor selected by Los Angeles County, for an amount not to exceed \$270,000 and a 2-year contract term commencing on or about September 1, 2022, subject to funding availability and approval of the City Attorney as to form, to use in the development of the City's five-year housing and community development consolidated plan and associated activities, and report back in 120 on the proposed strategic actions, including opportunities to pilot a coordinated FamilySource and WorkSource intake and support program, as well as an evaluation of existing partnerships between the City and homelessness prevention programs.

- F. **INSTRUCT** CIFD to report back for the City Council's consideration and approval a draft of the five-year housing and community development consolidated plan.

- G. **AUTHORIZE** the General Manager of CIFD, or designee, to prepare Controller Instructions and/or make any technical corrections that may be required and are consistent with the intent of this action, with the approval of the CAO, and instruct the Controller to implement these instructions.

BACKGROUND

On February 9, 2022, the City Council adopted the goal of ending family and childhood poverty in Los Angeles by 2035. To achieve this goal, the Council instructed CIFD to develop a strategic action plan, including recommendations to prioritize expansion of current City programs and/or the creation of new programs. In addition, the City Council instructed CIFD to work with the State

of California, the County of Los Angeles, and the Los Angeles Unified School District (LAUSD) to develop a regional strategy that supports the City's strategic action plan. Furthermore, the Chief Legislative Analyst (CLA) was instructed to report back with a comprehensive list of City programs and efforts aimed at alleviating poverty among families and children across all City departments, identify gaps in services, and with the CAO, report back with a list of anti-poverty policies and programs that have been implemented by the City in response to the pandemic and provide recommendations on the continuation of those efforts beyond the state of emergency.

Poverty in Los Angeles

Poverty is a persistent issue in Los Angeles that has been exacerbated by the COVID-19 pandemic. In pursuing the goal of ending childhood and family poverty, CIFD recognizes the need to address the challenges caused by the pandemic and to end the longstanding economic instability that marginalized communities were and are enduring.

Prior to the pandemic, Los Angeles ranked in the top tier of America's poorest major cities, with over 16.9 percent of Angelenos living below the poverty line, 23.6 percent of whom are children and 12 percent are families. Today, many more Angelenos struggle to meet the high costs of living. Roughly 58 percent of renters are rent-burdened, 30 percent are severely rent-burdened, and an increasing number of Angelenos are experiencing homelessness. In 2020, the Los Angeles Point In Time Homeless Count showed that 8,308 family members in 2,644 families were experiencing homelessness. Moreover, the homeless count identified 17 unaccompanied minors; legal children experiencing homelessness alone. Currently, LAUSD serves 520,000 students, making it the largest public school system in California and the second-largest public school district in the United States. According to USC Annenberg Data, in 2019, about 80 percent of LAUSD students were living at or below the poverty level, and over 17,000 students were experiencing homelessness, as defined by the McKinney-Vento Act.

Defining a Measure of Poverty

In California, the cost of supporting one's basic needs like housing, health care, child care, and transportation is more than triple the Federal Poverty Level (FPL). The FPL is the most common measurement of poverty and is used at varying percentages for means tests for public benefits. The financial thresholds range based on income and family size. For example, the FPL for the average family size in Los Angeles (2.8 rounded to 3) is \$21,960. The average cost of living in Los Angeles according to the Real Cost Measure, a measure established by the United Way of California to reflect what it takes for households to meet basic needs in California, for a family of three (in 2019) in Los Angeles is over \$70,000. Families experiencing poverty have no way to meet their most essential needs, let alone save for their future. Of approximately 80 percent of low-income residents in Los Angeles who were living paycheck-to-paycheck, more than half lack emergency funds to cover three months of expenses. Other less essential needs like making credit card payments, paying car loans, or covering the cost of utilities are put aside as families prioritize putting food on the table. This is a cycle of persistent poverty that pushes families already struggling into further instability and even homelessness.

The experience of poverty, homelessness, and the impacts of the pandemic also vary by race, exemplifying disparities that must be addressed to reduce and eliminate poverty. Throughout the pandemic, low-income Angelenos of color were the least protected and the most exposed to COVID-19, and its costs and consequences. Black and Latino Angelenos faced more exposure to the virus because they were more likely to serve as essential workers; as a result of exposure

and the already high rates of financial insecurity, poverty, and limited access to healthcare, Black and Latino Angelenos had higher rates of death than the larger population. The Los Angeles County Department of Workforce Development, Aging and Community Services (WDACS) released an in-depth report on the economic impacts of COVID-19, which stated that from February 2020 to November 2020, over 20,000 Los Angeles County residents became homeless, an estimated more than 15,000 businesses had already permanently closed, with tens of thousands of businesses at risk of permanent closure, and the racial wealth gap widened, exhibited by high unemployment rates for Black workers (37.6 percent) and Hispanic workers (26.3 percent). As the City pursues the goal of eliminating poverty for families and children, the City must recognize existing disparities, advance equitable strategies, and account for the realities of Angelenos struggling to meet needs today with a defined measure of poverty.

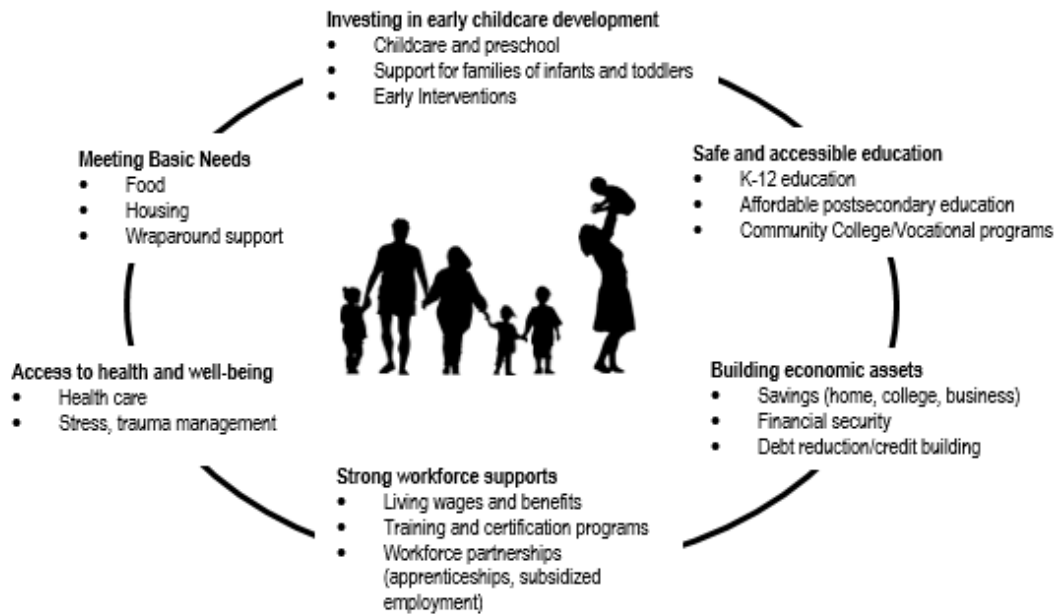
Alleviation of Poverty in the City of Los Angeles

All Angelenos were impacted by the pandemic—some had savings and familial support to weather shocks to their daily lives - while others did not. Families that were vulnerable before the pandemic were pushed deeper into poverty or fell victim to homelessness. The constant stress of living in a state of insecurity, and even experiencing homelessness, is traumatic and impacts the next generation. To ensure families and children in Los Angeles can thrive, the City of Los Angeles must be prepared to support families where they are—whether they are in crisis, in need of support for stability, or economic opportunities to build wealth and assets for generations. The pandemic highlighted the root causes of poverty, including racial inequities, lack of fundamental resources such as education and digital access, intergenerational challenges, and the exclusion of immigrant families from life-saving support.

The pandemic also highlighted what the City is capable of accomplishing quickly for families in need. For example, in FY 20-21, the CIFD FamilySource system served 62,193 unduplicated clients and increased clients' collective household income by \$26 million. The following are examples of existing programs that meet families at various places on the spectrum of their journey to stability and resilience. More information can be found about these programs in Appendix I.

To effectively address poverty in the long-term, the City must pursue a two-generational approach to ensure both children and parents are simultaneously supported. These approaches emphasize education, economic support, and health and well-being to create a legacy of economic security that passes from one generation to the next. Currently, the FamilySource system utilizes this philosophy to break the cycle of generational poverty. An example of this effort is the Kids First pilot, which is a place-based strategy in an area with a high concentration of families identified by LAUSD as being homeless and living in motels. When living in these motels, families are exposed to environments that are not conducive to emotional and mental well-being for the parent to pursue opportunities for stability, nor space for children to keep up with schoolwork. Kids First provides mental health support, financial coaching, and other wrap-around services for the parent, while simultaneously coordinating with LAUSD to ensure the child has all the tools, resources, and support needed to not be left behind in school. CIFD recommends that entire families be considered for the long-term success of strategies to alleviate poverty.

Figure 1: Approaches to poverty alleviation should focus on the whole family



Existing Poverty Alleviation Programs

In April 2022, CIFD hosted various departments for a preliminary working group to discuss existing programs aimed at alleviating poverty in Los Angeles. At the onset of the pandemic, the City employed various departments to create unique and targeted programs to mitigate the widespread consequences being felt as a result of the dual economic and health catastrophes. The departments on the frontlines of the City’s pandemic response expediently implemented programs such as those listed below, funded by the Coronavirus Relief Fund (CRF). Additional programs funded by CRF can be found in Appendix II.

Emergency Rental Assistance Program: The largest emergency rental assistance program implemented by any municipality in the nation’s history, directly putting hundreds of millions of dollars in the hands of over 50,000 households.

Utility Assistance Program: LADWP used \$50 million to provide financial assistance to residents struggling to pay for utility costs.

Alternate Learning Sites: Department of Recreation and Parks (RAP) quickly reconfigured recreation centers to become Alternative Learning Sites, helping thousands of parents avoid losing work, return to work, and provide for their families.

In addition, departments have developed, and continue to administer, other programs aimed at addressing Angelenos’ needs at various stages of their journey. They include, but are not limited to, the following (see Appendix III for more details about these programs).

Crisis

Los Angeles Emergency Fund

Problem Solving Pilot (Los Angeles Homeless Services Authority)

Rapid Rehousing

Coordinated Entry System (Los Angeles Homeless Services Authority)

Domestic Abuse Response Team (DART)

Homelessness resources (LA Public Library)

Stability

LA:RISE - Los Angeles Regional Initiative for Social Enterprise (Economic and Workforce Development Department)

WorkSource Centers (EWDD)

Multipurpose Senior Centers (Dept. of Aging)

Nutrition Program (Dept. of Aging)

Preschool Age Licensed Child Care Centers (RAP)

Summer Night Lights (RAP)

Summer Lunch and Afterschool Snack Programs (RAP)

Gang Reduction and Youth Development (Mayor's Office)

Thrive

YouthSource (EWDD)

BusinessSource Centers (EWDD)

Jobs, Money & Small Business Resources (LAPL)

LA College Promise (Mayor's Office/EWDD)

HIRE LA's Youth (Mayor's Office/EWDD)

Youth Employment Pilot (Mayor's Office/EWDD)

A Coordinated Strategy

The City has taken bold steps to use its resources and bandwidth to meet the needs of families across the spectrum of poverty. There are, however, various needs that are beyond the scope of the City's traditional role. To evaluate the need for the City to step into new roles and best support families, the City will coordinate with other entities such as LAUSD, Los Angeles County, and the State of California.

Currently, CIFD has three partnerships with LAUSD to increase positive academic outcomes for children as a means to interrupt the cycle of intergenerational poverty. The first of these programs is co-location of LAUSD Pupil Services Attendance Counselor (PSAC) with each of the sixteen FamilySource Centers (FSCs). In the program year 2020-21, the FSCs served 10,149 students and increased their academic achievement through work with the PSACs. The second program is Kids First, described above, which is a place-based pilot in northeast San Fernando Valley providing LAUSD students who have been identified as homeless with wrap-around services through a unique partnership between local agencies. Third is the Children's Savings Account program, Opportunity LA, a joint partnership among the City, County, and LAUSD to provide all first-grade students with a children's savings account and a \$50 seed deposit, giving them the tools to start their journey to higher education. As of March 2022, Opportunity LA has opened over 44,000 accounts for these children, making it the largest such program in the nation. In order to effectively address the needs of children in poverty, the City will need to continue to coordinate with LAUSD to strengthen and expand these programs.

Los Angeles County has launched a parallel effort to address poverty through the Poverty Alleviation Initiative (PAI), which will work with county departments, community, philanthropic, and other partners to address poverty and financial insecurity. The initiative seeks to improve residents' access and experiences with obtaining County services and to strengthen community assets. Since the PAI includes a focus on local policy, CIFD will work with the County to align efforts. Our current collaboration efforts include the Opportunity LA program and the Free Tax Prep Los Angeles campaign. The City has also provided consultation to the County on the development of its Guaranteed Basic Income program, providing guidance on a prescreening mechanism that identifies eligible applicants and effective ways to provide support for applicants. In the City's BIG:LEAP, we found that Angelenos struggle to access County-administered social service programs and maintain benefits. The County has assisted the City in pursuing waivers to ensure BIG:LEAP participants have continued access to public benefits. Continued and expanded collaboration with LA County will help improve the experience of Angelenos in navigating and accessing resources to reduce poverty.

In addition to City and County efforts to develop strategies to address poverty, there are also efforts to address poverty across California. The State makes key funding and policy decisions about poverty that affects Angelenos directly. In addition to raising the minimum wage and financing affordable housing, the State also is entering the guaranteed income and universal child savings account movements. CIFD will collaborate with the State to provide guidance in implementing successful programs on a local level and to ensure Los Angeles has an opportunity to participate in new programs. CIFD will also work with Ending Poverty in California, an organization started by former Stockton Mayor Michael Tubbs based on the movement launched by Upton Sinclair nearly 100 years ago. CIFD will convene discussions for the development of strategies with statewide partners to align efforts to combat poverty and maximize benefits for Los Angeles residents.

Proposed Strategic Framework

To advance a cohesive strategic plan to eliminate poverty for children and families, CIFD will convene a working group with all relevant entities to contribute to a strategic plan. The strategic plan will identify gaps in the City's social safety net and provide recommendations on resources that meet the needs of vulnerable Angelenos.

CIFD recommends immediately implementing the following eight strategies that broadly accomplish three objectives: (1) Improve the way the City plans and allocates funding to increase impact in low-income communities, (2) Facilitate and accelerate system changes to support 100,000 households, and (3) Communicate and integrate services to better serve Angelenos and create greater impact.

Strategy 1: Develop multi-year budget priorities for federal, state, and local funds. As participants in social services programs, people experiencing poverty have invaluable knowledge about the design of equitable policies, programs, and practices. CIFD recommends the City contract with a research body to analyze data from Citywide programs and use the data to drive policy goals, programs, and services; develop tools to measure the impact; align the priorities within the five-year Consolidated Plan; and measure collective impact.

Strategy 2: Develop and adopt a revised Community Development Block Grant (CDBG) expenditure policy to target resources in higher need areas. Updating the City's existing expenditure policy to focus on deploying resources to high-need areas creates opportunities for

coordinated investments that maximize the social and economic returns of rebuilding local economies and improving the quality of life in low-income neighborhoods.

Strategy 3: Establish Neighborhood Improvement Districts. Develop a framework and criteria for establishing Neighborhood Improvement Districts in high-need areas to focus public works and facilities investments to revitalize the neighborhood and make critical improvements to transform neighborhoods.

Strategy 4: Develop stronger cross-sector partnerships with the County, LAUSD, and community leaders to increase strategies that enhance pathways toward economic resilience for low-income households. Programs serving children, adults, and families experiencing poverty are spread across a multitude of agencies and navigating these systems are challenging. Too often, people fall through the cracks within and between systems increasing their likelihood of becoming involved with other systems that compound and perpetuate poverty. To improve how low-income families gain access to and receive public benefits and social services programs, CIFD recommends identifying an academic partner to facilitate the process and develop measurable strategies and action steps as well as the resources needed to achieve the goal.

Strategy 5: Expand two-generational approaches that target low-income children and parents from the same households, and combine parent and child interventions to interrupt the cycle of poverty: These approaches to poverty alleviation focus on the well-being of the whole family (Figure 1) and includes the following programs and services: working across the education and workforce development pipeline; increasing investments in high school education and post-secondary enrollment; expanding access to no- or low-cost financial resources and education; increasing investments in mental health services; increasing access to food, housing, and culturally responsive wraparound support; and increasing the availability of affordable child care.

Strategy 6: Implement a resiliency approach for moving low-income households from crisis to economic resiliency: Deliver and expand a continuum of program services that address the holistic needs of families through a three-pillar resiliency approach: crisis, stability, and thrive.

Strategy 7: Align resources and service coordination among City departments: Develop a universal intake, data sharing, and technology platform that allows City departments to share essential information on customers across agencies, systems, and sectors. These entities can work together in real-time to support the complex needs of individuals and families. Also, sharing information across systems will ease the burden of sharing one's story repeatedly, save time and resources, and help break down silos across different systems.

Strategy 8: Develop a universal child care initiative: Research universal child care initiatives and establish a multi-jurisdictional working group to develop a child care initiative for Los Angeles that increases the availability of affordable, high-quality child care.

Strategy 9: Establish an Office of Community Wealth: Establish a team focused on advancing poverty reduction strategies, economic justice, asset building, banking access, financial education and counseling, resource development and innovation, and partnerships in order to expand opportunities for Angelenos to thrive.

Developing a Strategic Plan to End Child and Family Poverty

The team at CIFD began working to develop a strategic plan to alleviate poverty in 2019 when the former Housing and Community Investment Department, Councilmember Mitch O'Farrell, the City's Commission for Community and Families Services, and the Community Action Board convened the first-ever City Summit on Poverty Prevention. In July 2021, the CIFD was established to empower Angelenos to forge their own path to financial security and break the cycle of generational poverty. The poverty summit was the first step in identifying innovative solutions to alleviate poverty in Los Angeles. This culminated in a strategic framework which CIFD will use to develop a robust strategy to end family and childhood poverty by 2035. A key feature of the framework was using a Collective Impact Model, which brings together a variety of stakeholders to tackle complex issues that require innovative policy, government departments, political leaders and non-governmental organizations to solve. To achieve our goals, CIFD will commit to:

- A common agenda or shared vision: embrace a shared vision for poverty prevention and alleviation in Los Angeles with City departments and regional leaders
- A shared measurement system: shift towards new poverty measures for Los Angeles, accounting for the realities Angelenos face in securing housing and basic necessities
- Mutually reinforcing activities: pursue system and program-level strategies that support and coordinate efforts across the City and other sectors
- Continuous communication: ensure consistent and open communication to build community trust and advance a common purpose
- A backbone support organization: ensure CIFD has the infrastructure to support continuous efforts to alleviate poverty

The strategic framework used a community-based participatory research process to collect qualitative data from community members. Participants represented multi-sectoral expertise, including people with lived experience. The ultimate goal was to gain a more comprehensive understanding of how people define poverty, the efforts and services provided to individuals and families in Los Angeles to prevent and alleviate poverty, and the challenges and opportunities inherent to cross-sector collaboration.

CIFD proposes to leverage CDBG and other federal and state entitlement resources to establish a strategic plan building upon the framework and return to Council with a recommended measurement for poverty in Los Angeles. CIFD has begun the work of developing the next Five-Year Consolidated Plan, which will be submitted to the U.S. Department of Housing and Urban Development in June 2023. Presently, the CIFD is analyzing the viability of contracting through the County's procurement of its Consolidated Planning consultant, Western Economic Services, LLC, and in doing so leveraging the access to data, information, and real-time policy discussions in both jurisdictions. The work on the Consolidated Plan can enshrine the work of the relevant findings of the interdepartmental poverty alleviation working group convened by CIFD, including but not limited to the poverty metric developed. To this end, working group efforts may include a landscape analysis to identify existing efforts and programs, recommendations for bridging gaps, clustering services, integrating data, and more effectively leveraging and braiding funding. CIFD will also organize a Fall 2022 Poverty Summit to gather stakeholders and an identified research institution to further develop the City's comprehensive strategy. The department will provide an update to the Council prior to the summit with progress towards the recommendations outlined in this report.



ABIGAIL R. MARQUEZ
General Manager

AM:VM

ATTACHMENTS:

APPENDIX I: Community Investment for Families Department Programs

APPENDIX II: Additional Coronavirus Relief Fund Programs

APPENDIX III: Department programs supporting families across the spectrum of poverty

Notes

1. Key, Jim. "Food Insecurity Expands Beyond Low-Income Angelenos, Striking 1 in 4 L.A. County Households During First Months of Pandemic." *USC Dornsife*, last modified September 23, 2020. <https://dornsife.usc.edu/news/stories/3316/public-exchange-covid-19-food-insecurity-los-angeles-county/>.
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APPENDIX I: Community Investment for Families Department Programs

1. BIG:LEAP: The largest Guaranteed Basic Income pilot in America. Approximately, 3,000 applicants were chosen at random to receive \$1,000/month for one year. These qualifying individuals will receive regular, direct cash payments. There are no restrictions on how the money is spent.
2. Capital Projects and Service Payback Program: Capital Projects staff manages the funding for capital projects that benefit low and moderate-income residents by developing or improving properties used to provide public services in low and moderate-income neighborhoods.
3. FamilySource Centers: FamilySource Centers (FSCs) are one-stop shops in low-income City residents' local neighborhoods. They provide social, educational, work, and family support services. With 16 locations established in the City of Los Angeles, FSCs can help provide the crucial resources needed to increase family income, establish financial security, and build academic success. Free services include multi-benefit screening, case management, financial education and coaching, credit building, income tax preparation, incentivized savings programs, adult education, ESL classes, etc.
4. Free Tax Prep LA: If a person makes less than \$57,000 annually, they may qualify for free tax prep help and refund filing with Free Tax Prep L.A., which is a free and safe way for individuals and families to keep more of their hard-earned money through programs such as the Cal EITC, Federal EITC, and Young Child Tax Credit. IRS-certified volunteers provide basic income tax return preparation and electronic filing.
5. Domestic Violence and Human Trafficking Shelters: Domestic violence shelters are safe places where domestic violence and abuse victims can get help and temporary housing. Because many domestic violence victims are threatened with homelessness, shelters for domestic abuse victims are critical. Domestic violence shelters also offer a variety of services and referrals that include: counseling, housing assistance, employment assistance, and legal services.
6. Solid Ground Homelessness Prevention Program (HPP): The Solid Ground HPP helps prevent new cases of homelessness for families by stabilizing housing and working with them to build a more financially secure future. Services include housing search and placement, and housing stabilization services such as case management, budgeting/money management, assistance with accessing public benefits, and financial assistance.
7. Opportunity LA: Opportunity L.A. (OLA) is a free college savings account with an initial \$50 deposit for Los Angeles Unified School District (LAUSD) first-grade students. A children's savings account can help residents and their child save money for their education after high school. First-grade LAUSD students will automatically receive a savings account with a \$50 initial deposit. OLA provides easy access to make deposits in person, at a branch, or online. Savings accounts are available to students regardless of student or parent's income, background, or immigration status.

APPENDIX II: Additional Coronavirus Relief Fund Programs (not exhaustive)

- Emergency Rental Assistance Program
- Homeless Recovery Roadmap
- LA Regional Fund (small business/nonprofit grants)
- Street Vendor Grant Program
- Childcare Business Grant Program
- Recreation and Parks Alternative Learning Sites
- Child Care Stipend Program
- Utility Grant Program
- Project Safe Haven (Domestic Violence Response)
- Angelenos with Disabilities
- LA AI Fresco Program

APPENDIX III: Department programs supporting families across the spectrum of poverty

Economic & Workforce Development Department

1. LA:RISE - Los Angeles Regional Initiative for Social Enterprise: The City and County of Los Angeles' Workforce Development System teams up with non-profit social enterprises and for-profit employers to provide a stable pathway from unemployment to transitional employment to permanent employment for youth or individuals who have been previously homeless or incarcerated. LA:RISE participants are first trained in WorkSource Centers before transitioning to a permanent job in the private or public sector where they must leverage their training and skills. Upon placement, the participant works with a retention partner for up to one year to help the participant emerge on a positive pathway to self-sufficiency.
2. WorkSource Centers: Throughout Los Angeles, Workforce Centers provide free services to adults, dislocated workers, veterans, the homeless, and the re-entry population. Services include job training, resume building and interview skills, phone and computer access, skills workshops, employment referrals, customized job matching, and career guidance and placement assistance. Centers also offer a variety of free services to local businesses and entrepreneurs including free job advertising and referral information, phone banks, computer access and workshops, downsizing, layoff and closure assistance, customized recruitment services, interview facilities, qualified candidate screening, and on-the-job and pre-employment training.
3. YouthSource: YouthSource is a City-wide program providing services to young people ages 16-24. YouthSource opportunities include: work readiness programs, career exploration help, job skills training, tutoring, computer training, college preparation, financial aid coaching, and mentoring and counseling.
4. BusinessSource Centers: Provide startup ventures and current small business owners various tools, such as one-on-one counseling, tax incentives and credits, and small business financing opportunities.

City of LA Department of Aging

1. Multipurpose Senior Centers (MPCs): Centers are located throughout the City of Los Angeles and through local contracted providers for specialized services.
2. Nutrition Program: Congregate meals are provided at multiple dining centers throughout the City. These dining centers provide hot and nutritious meals five days a week to any senior in need. Home-delivered meals are also available and homebound seniors can receive a meal 5 days a week.

Library Department

1. Homeless Resources: The Library can help connect residents who are experiencing homelessness with resources to help them transition to stable, independent, or supported living. The Library, its staff, and its website can also help homeless individuals access additional work opportunities and food resources.
2. Jobs, Money & Small Business Resources: The Library provides services such as career preparation, which helps residents with researching potential employers, creating resumes and cover letters, and interview skills. They also support programs that help Angelenos learn about the market and economic data, debit, credit, insurance, investing, real estate, retirement, and taxes.

Recreation and Parks

1. Preschool Age Licensed Child Care Centers: These childcare centers provide safe, caring, and academically challenging environments in which children may develop their self-esteem, creativity, learning, social skills. The Department's Licensed Child Care program operates two State-licensed child care facilities that provide full daycare for pre-school children 2.5 to entry into kindergarten.
2. Summer Night Lights: Across the City, 32 parks are kept open into the evening throughout the summer. SNL provides free meals, extended programming and sports leagues, safe space for recreation, community engagement, employment opportunities, and linkages to local resources.
3. Summer Lunch Programs: The department provided free grab & go lunches to kids & teens ages 1 through 18 at over 80 parks in the summer of 2021.

The City of Los Angeles Mayor's Office

1. Gang Reduction and Youth Development: Office was established in July of 2007 to address gang violence in a comprehensive and coordinated way throughout the City. This office includes services such as intervention, community engagement, and reentry programs. For example, Summer Night Lights is a part of this comprehensive strategy. It has proved highly successful as it creates safe environments during the peak times for gang-related violence.
2. LA College Promise: The Los Angeles College Promise provides first-time college students with a comprehensive strategy designed to support students in completing a higher education degree and/or a workforce certificate. Importantly, the program provides students with waived tuition for two years of full-time college, priority enrollment at any of LACCD's nine colleges, and access to a dedicated support team that serve students through academic and student support.
3. HIRE LA's Youth: HIRE LA's Youth offers students and young adults between the ages of 14 and 24 job training, workforce skills development, and employment opportunities within the private sector. This program offers young adults summer job opportunities, providing work experience and positive activities during time out of school.
4. Youth Employment Pilot: This program helps young people break the cycle of poverty by providing them with career assessments and job matching technologies that take into account their particular interests.