



READY  
TO RISE

# 2020 Report



California  
**COMMUNITY**  
Foundation



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# Executive Summary

The landscape of youth justice in Los Angeles County is in the midst of a dramatic change, shifting from a punitive system to one focused on prevention and youth development. Innovative programs, such as the Ready to Rise Youth Development Initiative, are working to actualize this shift. Ready to Rise (R2R) is a public-private partnership between the Los Angeles County Probation Department (Probation), California Community Foundation (CCF), and Liberty Hill Foundation (Liberty Hill). R2R began as a \$3.2 million pilot program, expanding to an over \$25 million multi-year initiative serving 49 youth development organizations and 7,854 youth in one year. In the midst of a global pandemic and racial-justice uprising, the importance of innovative reinvestment strategies cannot be overstated. R2R has proven its ability to be an equitable, efficient, and responsive vehicle for distributing public dollars and growing the organizational capacity of youth service providers in L.A. County.

The ultimate goal of the Ready to Rise partnership is to build a system that replaces the traditional structures of punishment and incarceration with emerging best practices centered on healing, learning, and opportunity. In order to do so, R2R uses a two-pronged strategy: 1) provide grants for youth development and 2) offer intensive and customized capacity-building services to community-based organizations. To implement this strategy, R2R has contracted with Imoyase Community Support Services (Imoyase) for program evaluation and Destiny Coaching and Consulting (Destiny) to serve as the capacity building partner.

Funding for the initiative comes through the Probation Department to the foundation partners who serve as a third-party intermediary. From there, California Community Foundation leads the grantmaking strategy for R2R, and Liberty Hill Foundation leads the capacity building strategy. The model allows for faster distribution of funds to community-based organizations, and provides an opportunity for organizations to access funding that may not have previously had the infrastructure to compete for county contracts. By strengthening the organizations and the overall ecosystem for youth development programs, R2R aims to improve educational, personal, and professional outcomes for young people, as well as decrease youth interactions with the justice system.

CCF and Liberty Hill have selected the 49 grantees based on the strength of their programs, their alignment with the R2R mission, and their fit within a diverse cohort. The cohort model requires that grantees represent a wide range of characteristics with regard to geography, service delivery, population served, and organizational capacity, while also representing areas of the county with the highest-need youth. The organizations chosen range in organizational budget size and their position in the organizational life cycle, with some organizations hoping to achieve greater stability in their service delivery and others focused on scale and expansion of their services.

Programs funded through R2R center a positive youth development framework, and provide youth with access to diverse programming spanning the full youth development spectrum. After a full year of program implementation, from July 2019 - June 2020, R2R has provided programmatic grants and capacity building services to 20 organizations in Cohort 1, and 29 organizations in Cohort 2. These organizations have collectively served 7,854 youth during this time period, through a total of 192,748 programmatic touchpoints. Youth served by R2R grantees had access to a broad array of positive youth development services, from case management, arts, youth organizing and leadership, to career and vocational training. Over 90% of youth-served have been youth of color, with grantees reaching youth most impacted or at risk of justice system involvement and/or most likely to be impacted by underinvestment.

Capacity building support through R2R is aimed at improving organizations' long-term sustainability to provide strong programmatic outcomes and to serve youth, while also helping to fortify Los Angeles County's youth development system. This encompasses both the funding and technical assistance that allows organizations to increase specific capacities to deliver stronger programs, take risks, build connections, innovate and iterate. Within the first programmatic year, 16 capacity building coaches were hired under the leadership of 4 lead certified coaches, and 3 specialized capacity building tracks were developed. Cohort 1 grantees received 320 hours of individualized monthly coaching, 423 hours of group level interventions and training, and 640 hours of capacity building goal planning and support from expert consultants. Despite the challenges brought on by COVID-19 and the racial justice uprisings in 2020, 90% of grantees completed their capacity building goals. Through their individualized capacity building plans, grantees chose to focus on evaluation and data management, staff and leadership development, financial planning, fundraising, and communications.

The purpose of this report is to provide an update on the year one implementation of the Ready to Rise Initiative. The report provides information on program activities completed between July 2019 - June 2020. The following will also give a detailed background of the methodology utilized to design the program model and implementation strategy that seeks to effectively invest and support a robust Los Angeles County youth development network.

- A summary of achievements in year one provides a comprehensive list of organizations that were selected to participate in the R2R initiative, and details the application, review, and selection process. (Organization profiles are provided, which include the details of each organization, their program model and target population.)
- An overview of the design and implementation of evaluation methods led by Imoyase demonstrates the commitment to community-based participatory research. The overview provides information on: Imoyase's four-tiered evaluation design, technical assistance provided, outcomes for youth served, and breadth of programmatic touchpoints.
- Report components include an overview of the methods for selection of the capacity building partner, Destiny, and information on the co-designed model of capacity building support aimed at improving organizations' long-term sustainability to provide strong programmatic outcomes and to serve youth well in the community.
- The summary elaborates on progress within the first year of the program delivery, including hours of support services provided and principal capacity building areas identified by organizations. Furthermore, this report will outline the programmatic shifts that were required to meet the current moment in light of the global pandemic and the racial justice uprisings following the murder of George Floyd.
- Finally, a set of recommendations are shared in reflection of year one, uplifting lessons learned and best practices, with the aim of continuing to improve public-private partnerships with the Los Angeles County Probation Department and maximize success for future third party intermediaries working in a similar capacity.

# Highlights

## Grantmaking Process

171

eligible applications were received and reviewed

\$19+ million

in total funding requests received

75

organizations were selected for site visits and were analyzed by the Nonprofit Finance Fund to understand financial health

\$7.1 million

was disbursed to the 49 grantees selected

20

grantees were selected on June 10, 2019 to form Cohort 1

July 15, 2019

Cohort 1 began their 12-Month Grant Period

29

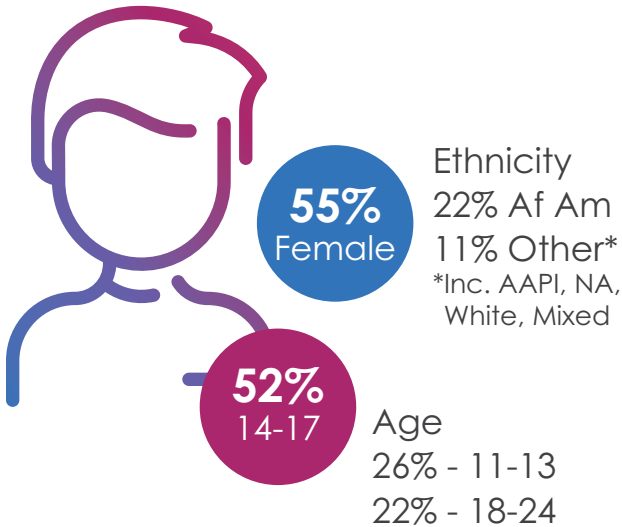
grantees were selected on October 10, 2019 to form Cohort 2

January 15, 2020

Cohort 2 began their 18-Month Grant Period

# Highlights Youth Services

## Who Was Served?

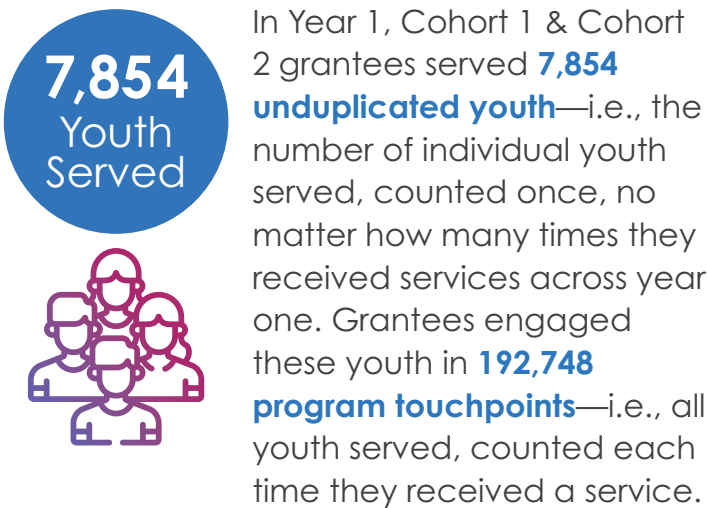


**Ethnicity.** Over two-thirds (67%) of those served were Latinx youth, 22% were African American/Black, followed by 4% Multi-Racial, 3% White, 3% Asian American/Pacific Islander, 1% Native American, and 1% self-identified as “Other.”

**Gender.** Over half of youth served identified as female (55%), 44% identified as male, followed by 1% who identified as transgender, and another 1% self-identified as “other.”

**Age.** Half of the youth (52%) were high school aged (14-17 years), 26% were in middle school (11-13 years), and 22% were young adults (18-24 years).

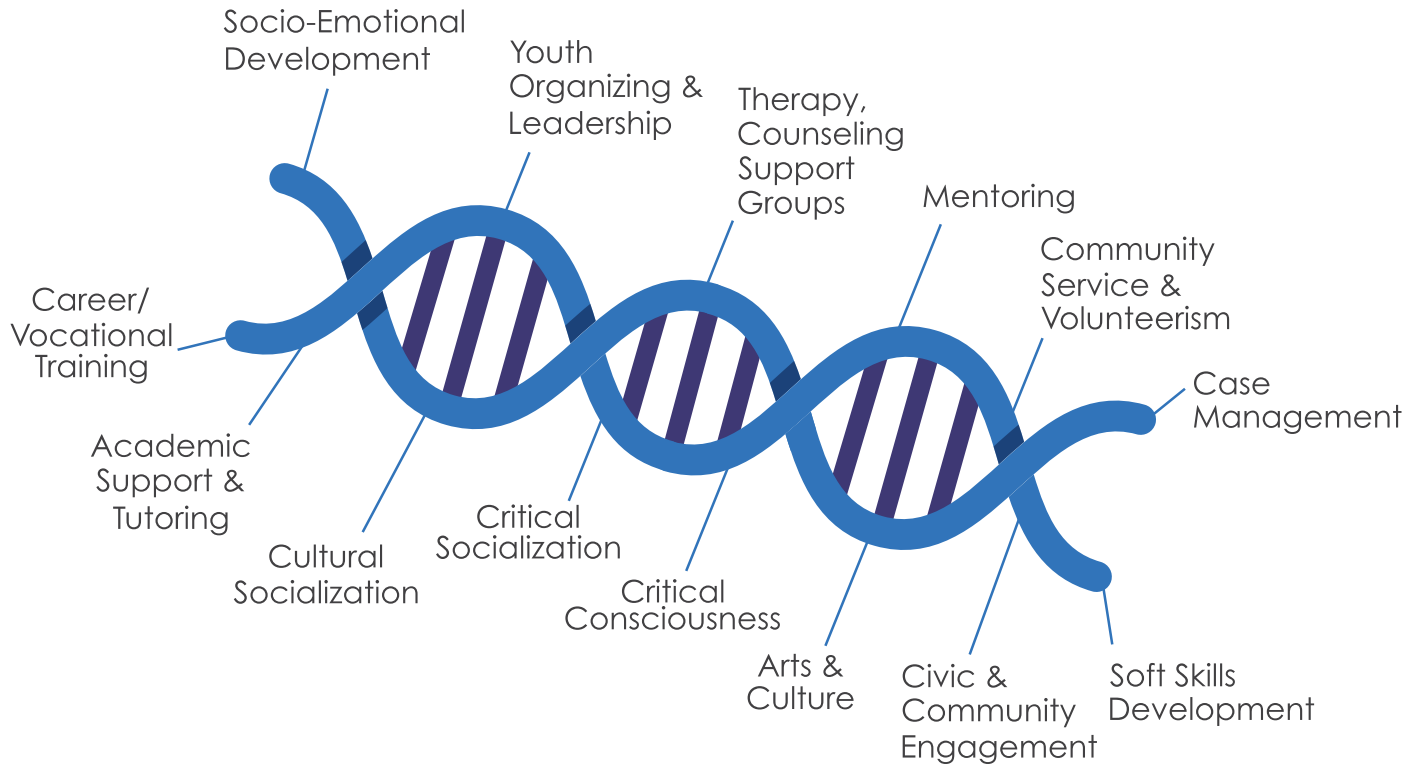
## How Many Youth Were Reached?



## Four Top Domains



## What Positive Youth Development Approaches Were Used?



Grantees were tasked with providing a wide array of youth services and activities, which are linked to the basic themes cited in literature on Positive Youth Development (PYD). A qualitative thematic analysis of Cohort 1 revealed 13 community-defined positive youth development approaches, that not only align with the literature, but go beyond it.



## Part I:

# R2R Initiative Background Summary

The school-to-prison pipeline disproportionately impacts communities of color. Punitive policies and practices within public school districts and the juvenile justice system have stunted the potential of too many young people in Los Angeles and the country.

Both initial contact and continued involvement with the justice system are associated with the increased likelihood of dropping out of high school, trauma, substance abuse, and other outcomes that negatively impact a young person's lifetime health and success. Formerly incarcerated persons earn lower wages because they face occupational restrictions, encounter discrimination in the hiring process, and have weaker social networks and less human capital due to their incarceration. The formerly incarcerated also have a mortality rate 3.5 times higher than that of people who have never been incarcerated. Their shortened life spans collectively add an economic toll of almost \$63 billion to the United States.<sup>1</sup>

**Challenge:** Conventional systemic responses to juvenile crime—including arrest, incarceration, and probation—have been demonstrated to exacerbate the hardships already experienced by young people facing poverty, prejudice, and/or structural inequality. These responses do not address the root cause of juvenile crime, which is unmet developmental needs.

**Design:** Through grantmaking and technical assistance support, this project will catalyze the growth of an L.A. County-wide youth development system made up of culturally responsive, community-based services meant to connect systems-impacted young people to opportunities for civic engagement, wellness, and academic and professional enrichment.

**Vision:** A robust youth development system that directs public dollars away from punishment and towards prevention, and integrates across public agencies, non-profits, and school systems to meet core development and needs for young people, especially for youth who face hardship related to poverty, abuse, prejudice, and/or neighborhood violence.

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<sup>1</sup> Ferner, Matt (2016). "The Full Cost of Incarcerating in the U.S. is Over \$1 Trillion, Study Finds." Huffington Post

# Strategy

## Invest in Youth Development

- Grant funds to community-based organizations that serve system impacted youth or others who face severe hardship.
- Focus grantmaking on geographic areas with relatively fewer services and high need. Prioritize organizations that take a comprehensive youth development approach by integrating services that address needs associated with mental, physical, academic/ cognitive, social-emotional, and identity-related areas.
- Provide tailored coaching and support to these organizations, based on their core competencies, including self-assessment, goal setting, leadership development, financial and data management, and community engagement.

## Stakeholder and Community Engagement

- Engage new audiences (e.g., funders, donors, educators, etc.) to enhance understanding and opportunities related to supporting positive youth development.
- Capture and share promising practices to inform and influence key stakeholders and policymakers for efforts and impacts at scale.

## Communicating project activities, impact, and lessons learned

- Distribute reports, briefs, and digital materials detailing the work of grant recipients and foundation partners to support the growth of a comprehensive youth development system.
- Communicate progress at key gatherings, including public board meetings, foundation staff events, and public convenings.
- Amplify youth and community voices.

# Part II:

# Grantmaking and Cohort Selection

After completing a robust grantmaking process that was designed and implemented by California Community Foundation and Liberty Hill Foundation staff, 20 organizations were selected to form “Cohort 1”. These organizations are noted in the table that follows.

***[More detailed grantee profiles have been included as an addendum to this report.]***

## **R2R Cohort 1 Organizations**

Antelope Valley Partners For Health  
California Youth Connection  
Centro Community Hispanic Association Inc.  
Coalition for Engaged Education  
Community Coalition  
Community Development Technologies Center  
EmpowHer Institute  
Flintridge Center  
Girls Club of Los Angeles  
InnerCity Struggle  
Legacy LA Youth Development Corporation  
Long Beach BLAST  
Lost Angels Children’s Project Inc  
Pops The Club  
Safe Place for Youth  
Southern California Crossroads  
The California Conference for Equality and Justice  
Tia Chucha’s Centro Cultural  
Urban TXT (formerly Teens Exploring Technology)  
Youth Emerging Stronger

**Average Grant Size: \$129,500**

# Grantmaking Process: Guiding Principles

Cohorts were selected using the following guiding principles:

- Prioritize organizations that are not current and/or lead grantees of the Probation Department.
- The grantees should represent the diverse communities of L.A., but may over-represent/ oversample geographies, populations, and/or intervention models of interest as defined by the following:

- **Geography** – measured by organization location and service provider area. Our goal is to have grantees spread throughout the county. We also considered areas where youth with high needs have been identified and gaps in services may be present.
- **Program Engagement** – the type of service(s) the organization provides (i.e., Academics, Arts, Career Services, Organizing, Gang Intervention, Health Services, Mentorship, Sports/ Recreation, etc.)
- **Organizational Capacity** – the number of years in operation, size of annual budget, and/ or number of staff. In addition, the readiness of each organization to complete capacity building activities and engage in a comprehensive evaluation through this project.
- **Target Population Served** – defined by ethnicity and circumstances of youth (i.e. justice-involved, foster youth, homeless, low-income, LGBTQ+, etc.)

## **Additional Grantees (Cohort 2)**

In addition to the 20 grantees in Cohort 1, additional resources secured allowed the public-private partnership to expand and form Cohort 2. Twenty-nine additional grantees were selected from the remaining applicant pool of 141 eligible applicants. Additional steps were taken to ensure the pool was representative of the goals of the project and the high need population targeted by this initiative.

### **R2R Cohort 2 Organizations**

A Place Called Home  
Amazing Grace Conservatory  
Antelope Valley Boys & Girls Club  
Boys & Girls Club of San Fernando Valley  
Bridge Builders Foundation  
Central American Resource Center  
Coalition to Abolish Slavery and Trafficking  
Communities for a Better Environment  
Good City Mentors  
Heart of Los Angeles Youth, Inc.  
Homies Unidos, Inc.  
Khmer Girls in Action  
Koreatown Youth & Community Center, Inc.  
LURN fbo Meztli Projects  
Mar Vista Family Center  
New Directions for Youth, Inc.  
New Village Girls Academy  
Pasadena Altadena Coalition of Transformative Leaders  
Positive Results Corporation  
Proyecto Pastoral  
Reclaiming Americas Communities Through Empowerment  
Sanctuary of Hope  
Sharefest Community Development  
Stars: Illuminate, Educate, Advocate  
The BUILD Program  
The Learning Centers at Fairplex  
The Unusual Suspects Theatre Company  
United Friends of the Children  
Youth Mentoring Connection

**Average Grant Size: \$156,000\***

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\* Awards cover an extended 18-month grant period

# Cohort Locations

Cohort 1 & Cohort 2  
Grantee Headquarter Locations (49)






## Cohort 1 Locations



## Cohort 2 Locations

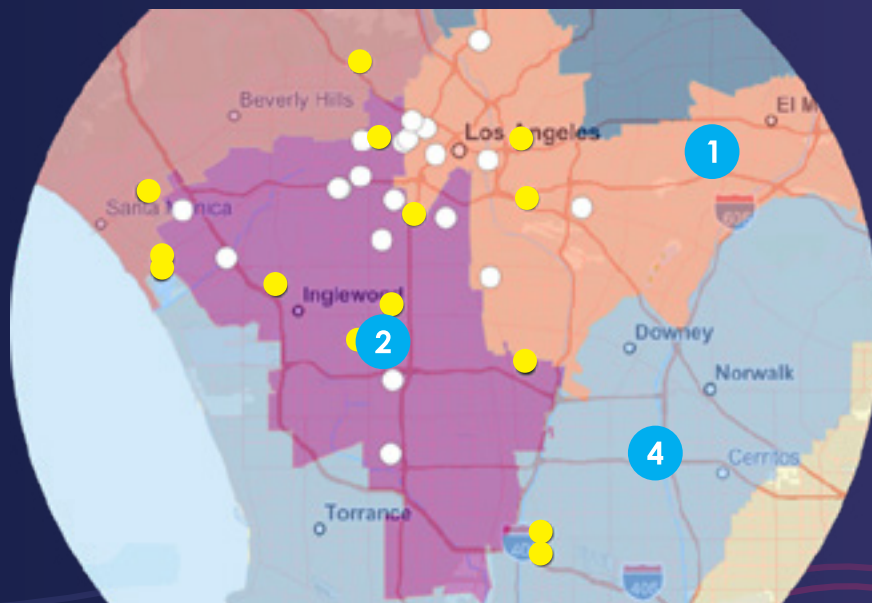


## LA County Supervisorial Districts

-  1
-  2
-  3
-  4
-  5



Grantee Offices, Central LA (33)



# Part III: Implementation

## July 2019-June 2020

### Background & Vision: Grantmaking and Evaluation

For over 100 years, California Community Foundation (CCF) has worked to ensure L.A. County's vulnerable young people have an equitable opportunity for upward economic, social, and educational mobility. Vulnerable populations are those groups that have faced historic discrimination, exclusion, and exploitation; and for whom the current public and private systems perpetuates and further entrenches the historical disadvantages across generations.

“CCF believes that systems can only change when communities are resourced and can advocate for what they know they need. This new public-private partnership is a very important shift in a system that has historically been risk averse. It aligns with CCF's goal to build a system that replaces the traditional structures of punishment and incarceration with best practices centered on healing, learning, and opportunity. Going forward, grantees will receive funding for their critical work to strengthen education, mental health, cultural and workforce programs, while also benefiting from training and support to build capacity for growth and success.”

- Antonia Hernandez, CCF, President & CEO

This comprehensive grantmaking and customized capacity building strategy aim to enhance organizations' abilities to:

- Enhance Service Delivery: tailor and expand services to support high-needs youth who are juvenile justice-involved or whose conditions make them vulnerable to becoming justice-involved;
- Advance a Positive Youth Development Framework: integrate a comprehensive youth development framework into their programming (inclusive of identify development, cognitive development, socioemotional development, and/or mental and physical health); and
- Build a Countywide Youth Development System: develop the organizations' capacity to identify, share and leverage promising practices to shape a stronger youth development system for L.A. County

## Part IV:

# Evaluation and Team Approach

In February 2019, CCF and Liberty Hill completed a “Request for Information” solicitation process to identify an evaluator for the R2R initiative. To guide the process, the Foundation partners created **a rubric with six areas of competency that ensured equal consideration** for each candidate, while prioritizing entities that incorporated responsive approaches to building relationships, managing data, and providing learning opportunities. The Request for Information (RFI) process yielded 15 responses from research and evaluation firms in L.A. County. CCF and Liberty Hill staff collaborated to identify five of the most promising candidates to move to the final interview round. Ultimately, the partners selected Imoyase as the evaluator of choice.

### Imoyase Community Support Services

Imoyase Community Support Services (Imoyase) has 30+ years of experience in program evaluation, action research, organizational development, leadership development, and systems/policy change, and has worked with 50+ communities in LA, California, and across the country. Under the leadership of Dr. Cheryl Grills, Imoyase has conducted multi-site, multi-year, multi-level program evaluations and provided technical assistance support to African American, Asian/Pacific Islander, Latinx, LGBTQ+Q+, and Native American communities that include a considerable youth organizing and leadership focus. Imoyase’s mission is to provide research and technical support that is participatory, culturally relevant, collaborative, and flexible.

As the cross-site evaluator for the R2R initiative, Imoyase will document 1) the implementation, growth, and impact of grantees’ R2R programs and 2) the collective impact of the initiative across the 20 funded grantees.



# Evaluation Phase I: Grantee Assessment – Understanding Readiness

Prior to data collection, Imoyase conducted site visits or virtual meetings with all 49 organizations to better understand grantee readiness to participate in evaluation activities. These preliminary conversations, and the quality review processes that followed, illuminated several challenges that were previously unknown to the R2R team based solely on an initial review of grantee applications.

- Site visits to the organizations revealed that nearly all grantees needed evaluation support to meet their internal evaluation needs and to respond to the requirements of the R2R cross-site evaluation.
- Because of existing capacity issues, many grantees found reporting and outcome evaluation activity requirements onerous even though they reported seeing the value in collecting data.
- Once data collection launched, some organizations were not able to report on important characteristics (e.g., LGBTQ+, justice-involved, foster care status, etc.) of their participants because as a general routine, they do not systematically collect this information as part of their participant database. As a result, there were more missing data points than expected.
- As reporting continued, grantees faced challenges in understanding the various components of the cross-site evaluation, how the data can help individual organizations. For some grantees, evaluation that is rooted in culturally relevant themes and positive youth development is counter to their basic reporting experiences and they need more time to understand its value. Within this context, the evaluators needed to tailor cross-site activities based on individual grantees' capacity so that no groups would be left out.

# Evaluation Phase II: Technical Assistance and Quality Review

Given some of the unexpected challenges outlined above, Imoyase spent a significant amount of time providing technical assistance and capacity building support to grantees. Although these activities were included in the original scope of work, the intensity and amount of support was much higher than anticipated. Technical assistance and quality review activities completed between July 2019 - June 2020 are outlined below.

## **Assessment**

- Reviewed all grantee proposals.
- Conducted 21 site visits, and over 20 virtual visits, to allow for a deeper assessment of the grantees and a clearer picture of each organization's program model/strategy, operations, culture, and goals.
- Assessed each organization's experience with, perception of, and needs related to evaluation.
- Explored the role and importance of culture, context, and anticipated change from the perspective of positive youth development.

## **Technical Assistance/ Education**

- Led two evaluation academies to provide training to grantees around program evaluation.
- Completed an average of 20 hours of individual calls to grantees per month to conduct "quality reviews" of monthly and quarterly reporting. (The quality review process helped ensure that data were being entered correctly, accurately, and consistently from month to month.)
- Completed 60 hours of technical assistance to support grantees with narrative building, using qualitative and quantitative information. This work included educating grantees on different approaches to data collection, like surveying, focus groups, and outcome evaluations.

## **Accountability and Reporting**

- In response to process challenges, CCF and Imoyase developed a two-part assessment process to track each grantee's progress toward evaluation goals.

# Evaluation Phase III: Data Collection and Analysis

Imoyase was also tasked with conducting a formal program evaluation of the R2R Initiative through the following activities:

- Creating process and outcome methods, databases, a data dictionary, and data collection procedures and tools.
- Gathering, analyzing, and reporting data and sharing insights from qualitative (e.g., quarterly progress reports and a selected sample of focus groups) and quantitative data (e.g., monthly youth counts and a youth survey of outcomes tool).
- Producing evaluation reports detailing both process and outcomes findings.

## Four-Tiered Evaluation Approach Components

Imoyase developed a unique four-tiered evaluation approach to understand the impact of Ready to Rise services on youth development and well-being, describe below.

1. **Monthly and Quarterly Reports**—standardized reporting mechanism for collecting quantitative data, including youth served counts.
2. **R2R Survey Evaluation Tool**—standardized pre- and post-survey administered to youth that yields both qualitative and quantitative information on program impact.
3. **Focus Groups and Narrative Building**—adaptive and interactive processes for gathering qualitative information from youth participants to understand program impact and to collect case study information and feedback.
4. **Local Evaluation Capacity Building**—adaptive process that allows organizations to track metrics and indicators that are important to their specific missions and visions.

## Why a Four-Tiered approach to evaluation?

A multi-level, multi-disciplinary approach to evaluation allows researchers in the social sciences to integrate community-based participatory research practices (CBPR) into their work. CBPR is a partnership approach to research that equitably involves community members, organizational representatives, researchers, and others in all aspects of the research process, with all partners in the process contributing expertise and sharing in the decision-making and ownership.<sup>1</sup>

“CBPR is based on the belief that evaluation research that is participatory, culturally relevant, collaborative and flexible results in work products and outcomes of lasting value to all stakeholders.”

- Dr. Cheryl Grills, Imoyase Community Support Services

Ultimately, CBPR-integrated approaches give researchers the ability to capture both quantitative and qualitative data measures, while allowing for a consistent and transparent feedback loop between researchers and the organizations they work with.

## Data Collection and Analysis

The activities carried out by Imoyase to evaluate R2R's impact on youth are described below.

1. Developed a comprehensive **monthly and quarterly reporting system** and template specific to the needs of the R2R Initiative and responsive to community feedback. Information collected from the reporting system answers critical questions, including:
  - How many new youth did you serve using R2R funding?
  - How many “rollover” (continuing) youth did you serve using R2R funding?
  - How many different activities or services did youth participate in?
  - What core components of positive youth development (PYD) did you utilize in your program?
  - What culturally responsive approaches did you include in your program?
  - How did youth benefit from programming?

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<sup>1</sup> Israel, B.A., Schulz, A.J., Parker, E.A. & Becker, A.B. (1998). Review of community-based research: Assessing partnership approaches to improve public health. *Annual Review of Public Health*, 19, 173-202.

2. Developed and piloted **R2R Survey Evaluation Tool** to determine the impact of service delivery on youth outcomes and well-being.
  - The tool, which is administered as a pre- and post-survey, improves upon existing measures of youth development by incorporating youth-responsive language and framing.
  - The tool is rooted in community-centered approaches to PYD and incorporates culturally responsive strategies and measures that capture the core components of PYD, including connection, confidence, competence, character, and contribution.
3. A feedback loop allows grantees to access and use the results of any analysis conducted through R2R. Grantees can then use this information to inform program and service delivery and to leverage future funding opportunities by demonstrating impact.
4. Began implementation of cross-grantee **focus groups**.
  - A select number of organizations are now able to run focus groups with youth participants.
  - These focus groups will yield supplemental information and feedback from participants that will be used for:
    - i. Informing program development.
    - ii. Contributing to a holistic picture of what interventions are creating impact and how.
5. Established a baseline understanding of **narrative building** in the context of R2R work.
  - Organizations received training on “ethical storytelling” to build skills around communicating impact to a diverse array of stakeholders.
  - Ethical storytelling also supports organizations in providing a compelling and nuanced picture of service delivery and its transformative impact on individual youth.
6. Helped organizations develop capacity around local evaluation, tailoring the trainings to specific organizational interests and needs, and as such, allowing grantees to demonstrate impact far beyond the R2R Initiative. As of June 2020, the local evaluation progress for the grantees was as follows:
  - Twelve organizations were in the planning stages of designing their local outcome evaluations.
  - Two organizations were piloting their outcome evaluations.
  - Four had implemented or were continuing to implement their outcome evaluations
  - Two had completed their outcome evaluations and had analyzed data.

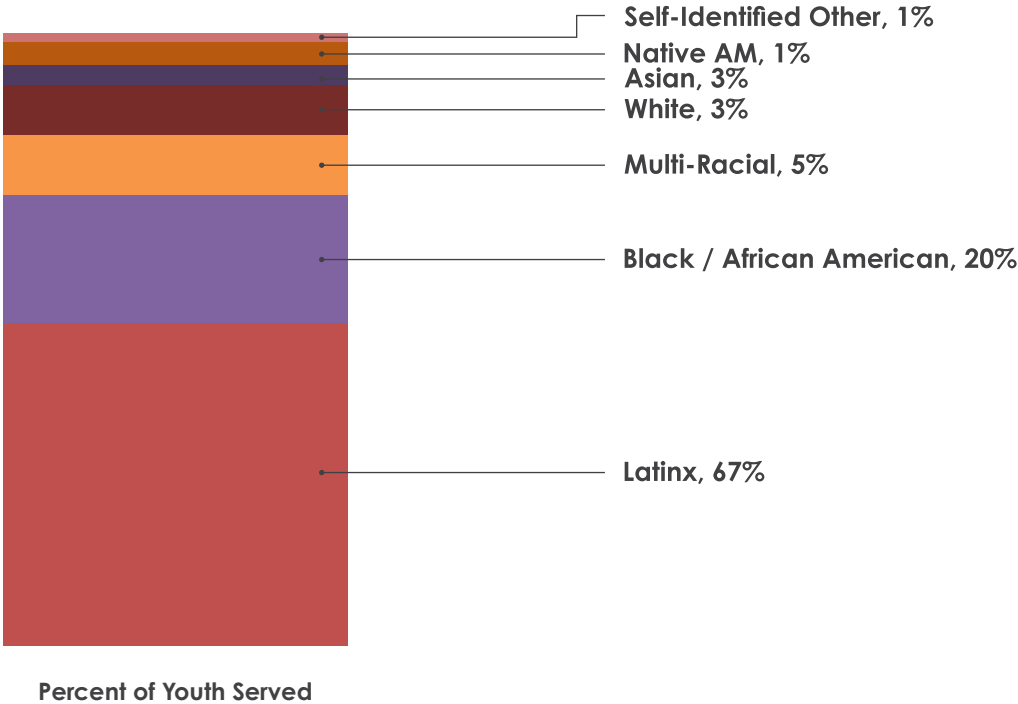
# Cohort 1: Youth Services and Activities (July 2019 – June 2020)

With support and technical assistance provided by Imoyase, the 20 grantees in Cohort I built significant capacity to measure the impact of their services, to develop narratives around this impact, and to connect the funding allocated through R2R to increases in service delivery and youth success.

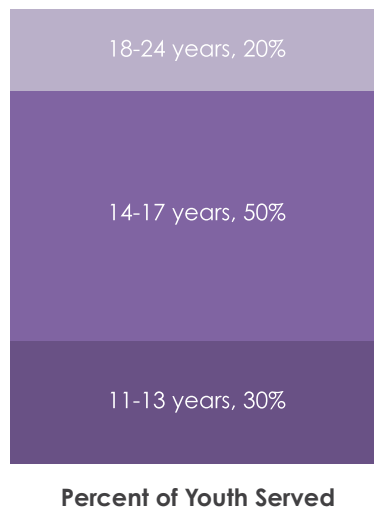
### Cohort 1: Counts of Youth Served

Over the first year of implementation, the 20 community-based programs included in Cohort 1 served **3,332 individual youth**. Over two thirds (67%) of those served were Latinx youth, 20% were African American/Black, followed by 5% Multi-Racial, 3% White, 3% Asian American/Pacific Islander, 1% Native American, and 1% Other; 53% were 14-17 years-old and 31% were 11-13 years-old; 55% identified as male and 44% as female.

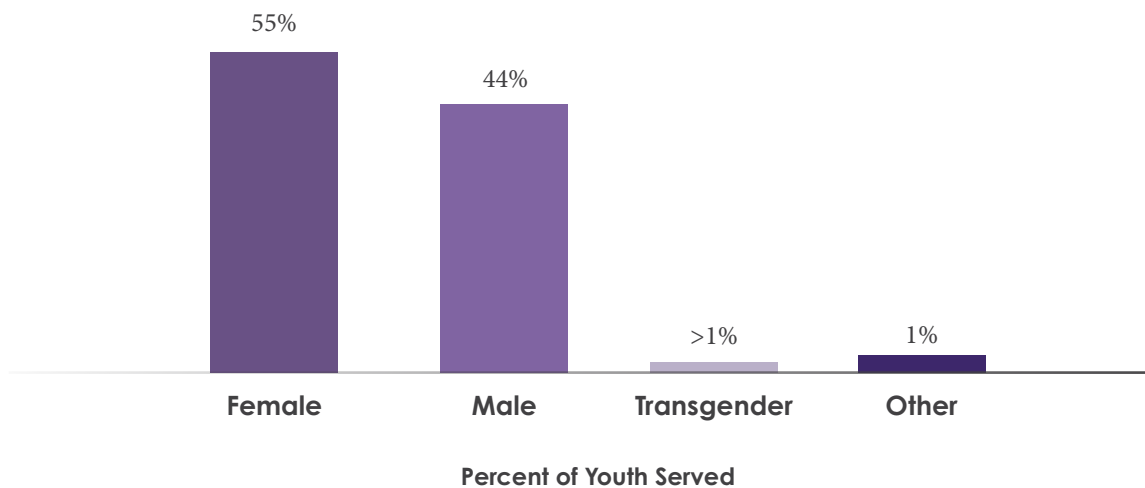
### Cohort 1 Youth Served, by Race / Ethnicity



## Cohort 1 Youth Served, by Age Group



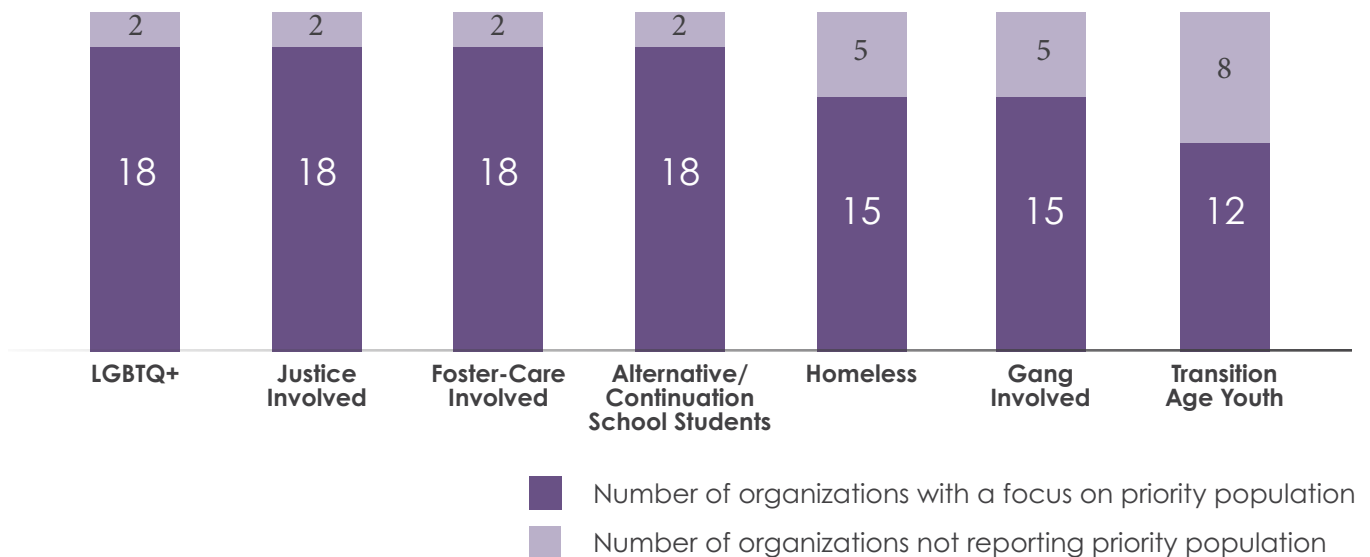
## Cohort 1 Youth Served, by Gender



In addition to youth demographics (ethnicity, age, and gender), R2R grantees reported if their youth belonged to one of seven priority populations: LGBTQ+, justice-involved, foster-care involved, alternative/continuation school students, homeless, gang-involved, and transition-age youth. Consistent with an intersectional lens that is not bound to discrete demographic categories, an individual youth could belong to multiple populations (e.g., Sabrina may identify as LGBTQ+ and be involved in foster care). It is important to note that not all grantees have the internal evaluation resources or capacity to measure and collect this data and/or report, on a monthly basis, unduplicated counts of youth served in these seven priority populations.

## Cohort 1: Priority Populations

- Nearly all grantees (90%; n=18) served youth who identify as **LGBTQ+, justice-involved, foster care involved, or alternative/continuation school students.**
- A majority (75%; n=15) served youth who were **homeless or gang involved.**
- Nearly two-thirds (60%; n=12) serve **transition-age youth.**



## Cohort 1: Program Touchpoints

Between July 2019 - June 2020, youth participated in **50,037 program touchpoints** (i.e., services and activities). The most common positive youth development domains featured across these touchpoints were:

**25%**  
Socio-Emotional Development  
(N=9,784)

**17%**  
Critical Consciousness  
(N=6,830)

**10%**  
Academic Support/  
Tutoring  
(N=4,015)

**9%**  
Arts and Culture  
(N=3,468)

Youth engaged in activities across a wide range of settings – from middle and high school classrooms and clubs to community centers, convening spaces, and juvenile detention facilities.

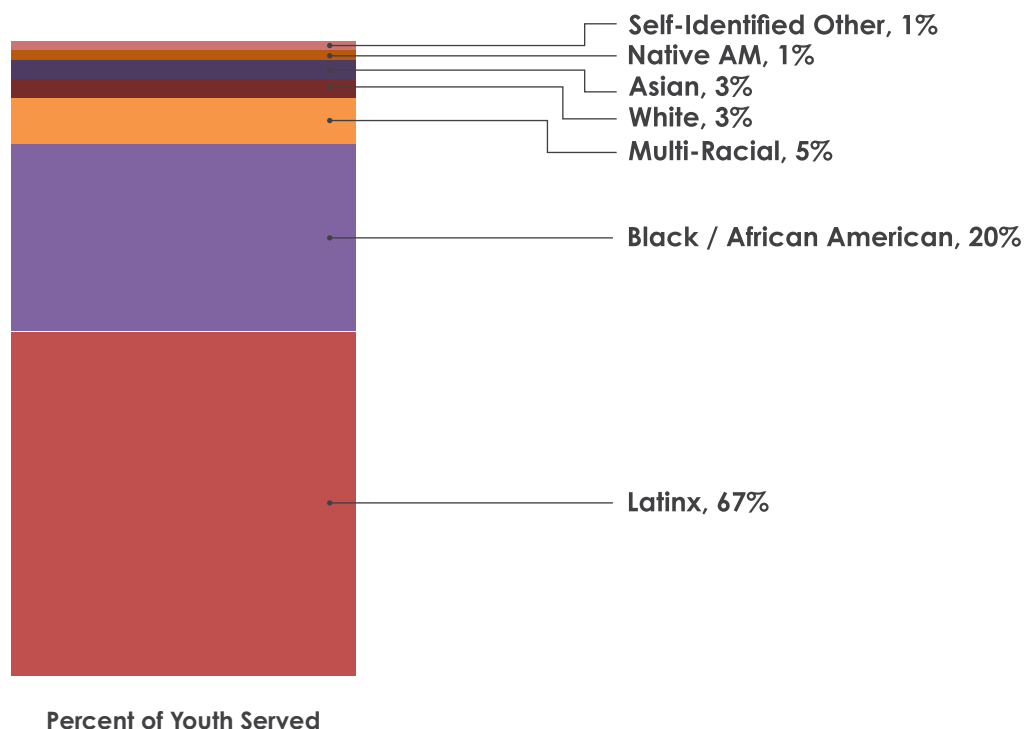


# Cohort 2: Youth Services and Activities (January 2020 – June 2020)

## Cohort 2: Counts of Youth Served

Between January - June 2020 (the first six months of implementation), the 29 grantees included in Cohort 2 served **4,522 individual youth**. Two-thirds (67%) of youth served identified as Latinx, 24% identified as African American/Black, followed by 3% Asian American/Pacific Islander, 2% Multi-Racial, 2% White, 1% Native American, and 1% Self-Identified "Other." A little over half of the youth identified as female (56%), 43% as male, followed by <1% transgender, and another 1% self-identified as "other". Half (50%) of the youth were high school aged (14-17 years), 30% were in middle school (11-13 years), and 20% were young adults (18-24 years).

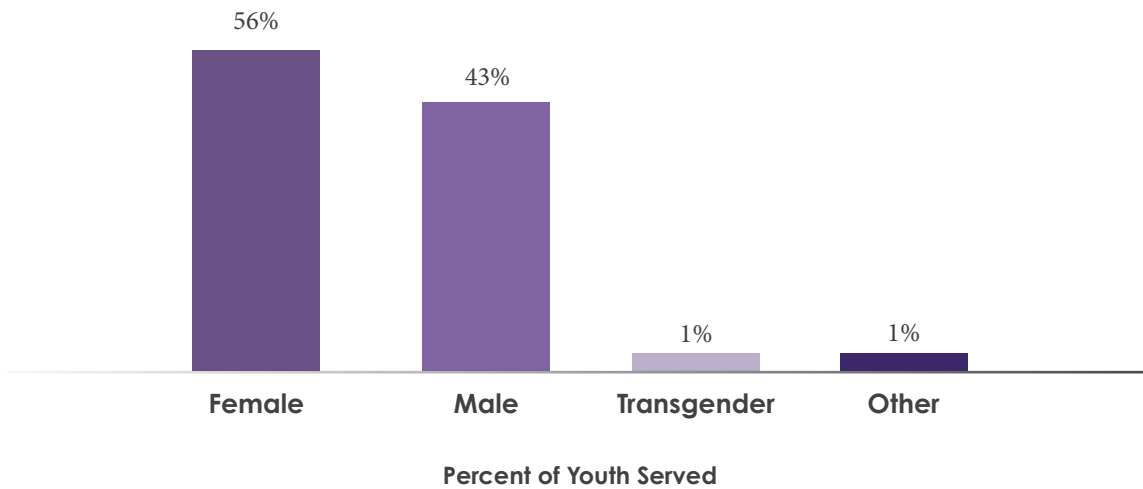
## Cohort 2: Youth Served, by Race / Ethnicity



## Cohort 2: Youth Served, by Age Group



## Cohort 2: Youth Served by Gender

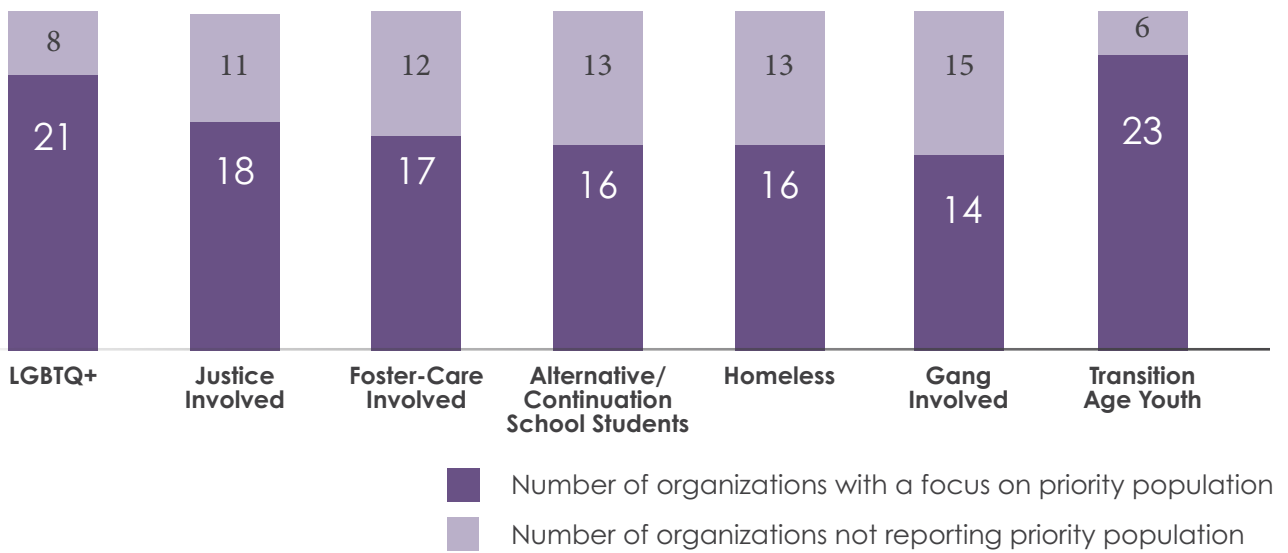


In addition to youth demographics (ethnicity, age, and gender), R2R grantees reported if their youth belonged to one of seven priority populations. Consistent with an intersectional lens that is not bound to discrete demographic categories, an individual youth could belong to multiple populations (e.g., Dylan may identify as LGBTQ+ and be involved in foster care). It is important to note that not all grantees have the internal evaluation resources or capacity to measure and collect this data and/or report it on a monthly basis in their unduplicated counts of youth served across the seven youth priority populations.

- A majority of grantees (79%; n=23) served youth who identify as LGBTQ+.

- A large percent (72%; n=21) served youth who identify as justice-involved.
- Close to two-thirds (62%; n=18) served youth who were foster care involved.
- Over half (58%; n=17) served youth who were gang involved.
- Over half (55%; n=16) served youth who were homeless or in an alternative/continuation school.
- Nearly half (48%; n=14) serve transition-age youth.

### Cohort 2: Grantees (n=29), by Priority Populations



### Cohort 2: Program Touchpoints

Grantees engaged these youth in **142,711 program touchpoints** (i.e., services and activities). The most common positive youth development domains featured across these touchpoints were:

**20%**  
Socio-Emotional Development  
(N=21,139)

**17%**  
Critical Consciousness  
(N=18,099)

**14%**  
Academic Support/  
Tutoring  
(N=15,156)

**12%**  
Arts and Culture  
(N=12,394)

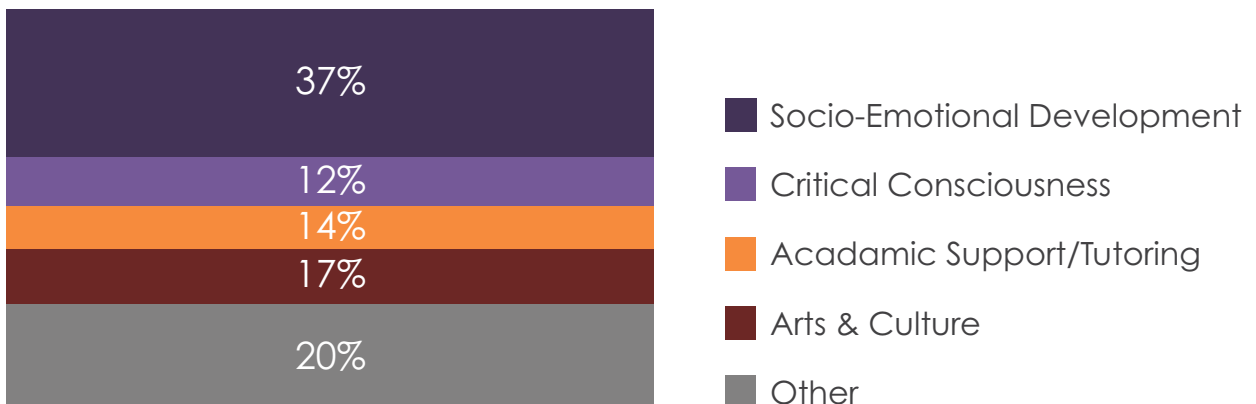
Youth primarily participated in activities through innovative virtual platforms due to the COVID-19 pandemic, including Zoom calls and video meetings, social media sites, and other online convening platforms.

### Explanation of Relative Youth Served Counts

Cohort 2 was able to serve and engage a disproportionately high number of youth in the first six months of implementation due to three key factors: the presence of large after-school programs, increased capacity by some grantees to engage youth virtually/remotely, and a greater number of grantee organizations with high numbers of “continuation” youth, or youth who were already participating in programming when R2R began. As discussed in the next section, the onset of the COVID-19 pandemic in March 2020 significantly changed how services were delivered to youth for both cohorts.

Description	Data Question	January 2019-June 2020
Reach of Service Delivery	How many <b>individual youth</b> were reached by R2R programs?	4,522 youth were reached
Intensity of Service Delivery	How <b>many touchpoints</b> did youth participants receive as a result of R2R programs or services?	142,711 touch points

### Cohort 2: Positive Youth Development Approaches



# COVID-19 Pandemic and Pivots to Remote Service Delivery

On March 19, 2020, Governor Gavin Newsom issued a statewide “Stay at Home” order in response to the rapidly escalating spread of the COVID-19 virus across California. The order, as well as ensuing economic and community concerns, necessitated adjustments to many of the services delivered by R2R grantees.

COVID-19 related restrictions went into effect nine months into Cohort 1's grant period (75% complete) and three months into Cohort 2's grant period (17% complete). Grantees were given an opportunity to make modifications to their R2R budgets (within the existing scope of work) to meet new and emerging needs of youth and their families as schools, businesses, and many workplaces temporarily or permanently closed their doors.

## Effects of COVID-19 on Service Delivery

When the pandemic started, Cohort 1 grantees had significantly less funding and less time remaining in their grant period to adjust their service delivery than Cohort 2. The 20 grantees in Cohort 1 were steadily increasing the number of youth served and program touchpoints, but as the onset of the COVID-19 pandemic became more pronounced in Los Angeles, the counts of youth served dropped in both March and April of 2020. Grantees successfully began to pivot to remote services in May 2020 and rebounded to achieve pre-pandemic numbers in June 2020, demonstrating their resiliency. Despite the pandemic, grantees increased their average number of program touchpoints per youth as the extent of disruption to normal social functioning became more apparent.

## Grantee Insights: Serving Youth in a Pandemic

“While youth enrolled in school have been to continue to pursue their studies online, many of our youth have suffered losses or reduced employment due to COVID-19. Also, due to COVID-19 the court may be closed and/or court dates have been postponed/delayed, which has hindered our youths' ability to complete their probation or parole successfully.”

- Coalition for Engaged Education

“ The services we provide in an in-person setting were affected to some degree. The organization had to quickly adapt to supporting youth on virtual formats. We scheduled modules, college/financial aid support, and employment application assistance via Zoom, phone calls, and messaging applications. ”

– Long Beach BLAST

“ Due to Covid-19 social distancing mandates, services were limited strictly to online during the April to June 2020 quarter. In efforts to maintain a sense of social connection and community between students and between students and staff, we began hosting a weekly Game Night, in which students checked in with other students and staff, sharing about how they have been coping with staying home from school and social distancing in general, and played various Zoom-based games, such as Jeopardy, Pictionary, Trivia, etc. We continued Games Nights throughout the quarter.

We continued to provide online one-on-one tutoring to students throughout the quarter, to help them with their school assignments and supplemental materials [to prevent] learning loss. In May, in partnership with JUICE [Justice by Uniting in Creative Energy], we started a weekly online Hip Hop class to provide youth additional ways to stay connected with one another, provide opportunity for physical exercise, learn new artistic/cultural skills, and develop mentoring relationships with the instructors. ”

– Koreatown Youth and Community Center

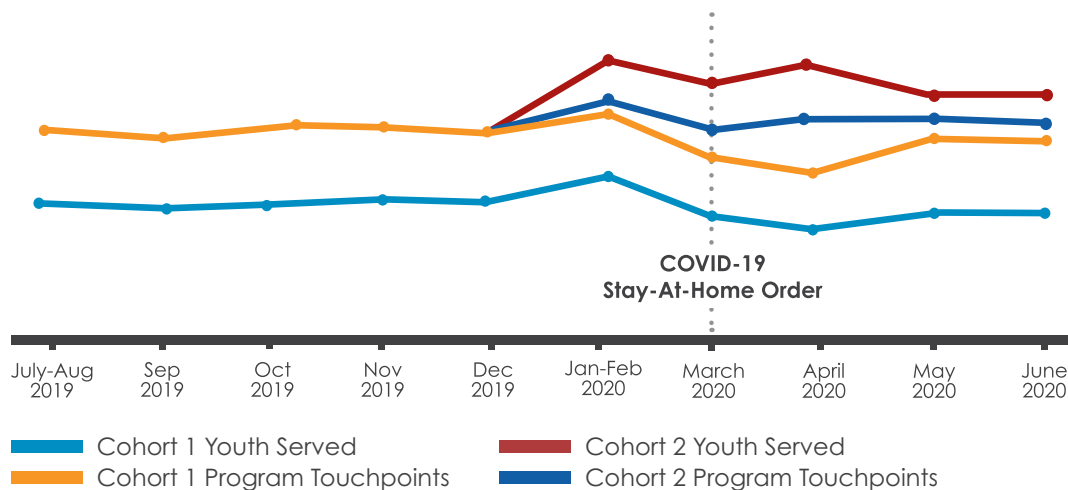
“ Like most programs, [Amazing Grace Conservatory] AGC's programming was completely disrupted by the impact of COVID-19. In addition to [large performances, graduation, and a planned New York trip through Education First for 30 youth being cancelled], there was a tremendous financial impact. Our graduating seniors were certainly the most impacted—no culminating performance or senior moments at school or AGC, no New York trip to see plays on Broadway. Many of our seniors had been with the program for as long as 10 years; this, for them, was their moment. ”

– Amazing Grace Conservatory

“ [When] our standard programming (afterschool classic car restoration) had been cancelled due to COVID-19 we switched to a meal distribution and essential supplies program. We have been slowly implementing a de facto training and mentorship program with older youth (17-18 years) who are allowed to work and train at the shop and in our offices on a limited trial basis, which is conditioned on completion of high school credits, GED, obtaining valid driver license, etc. ”

– Lost Angels Children's Project

## Cohort 1 and Cohort 2: Youth Served and Program Touchpoints by Month



### Pivots to Service Delivery – Cohort 1 and Cohort 2

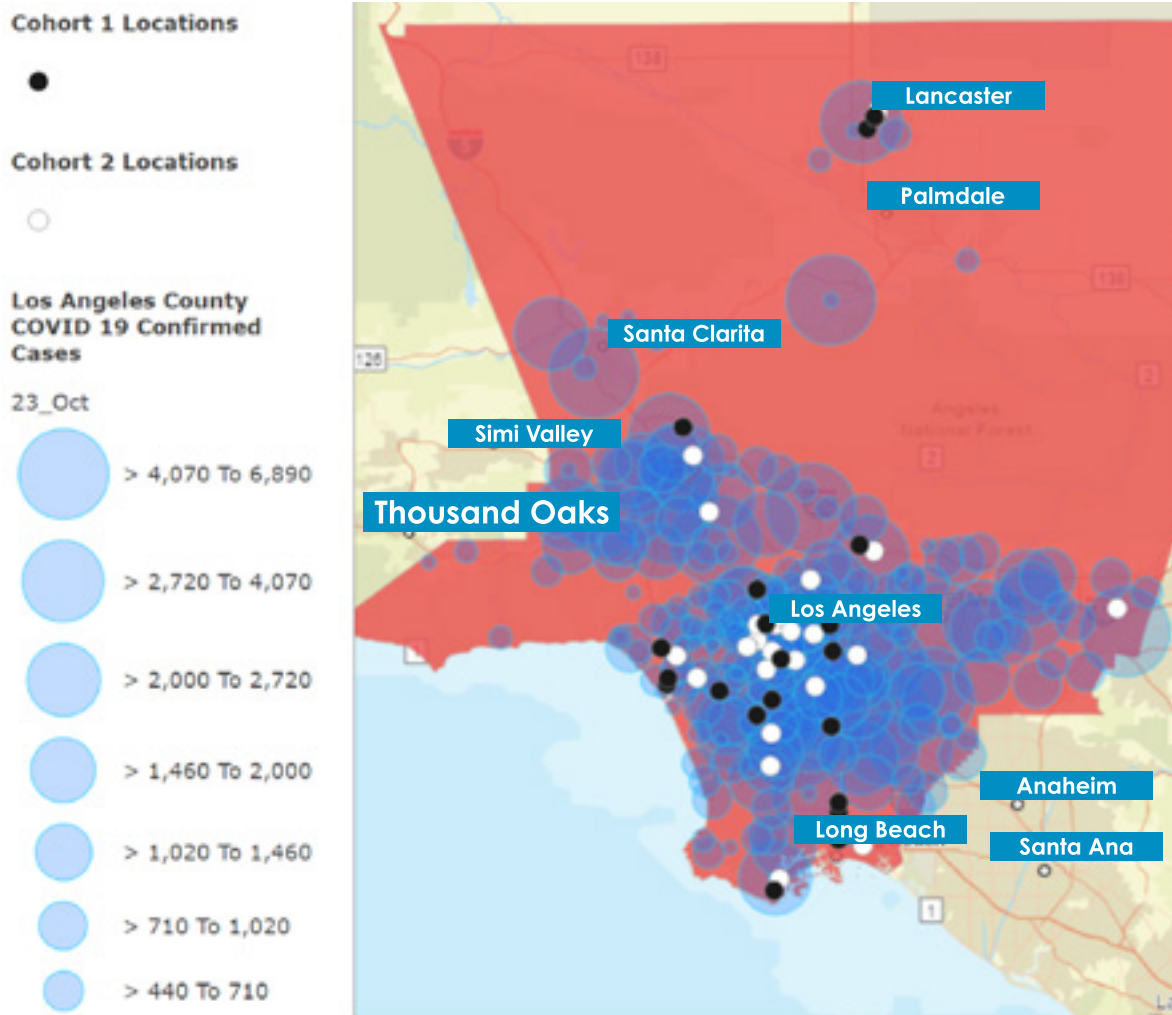
Most of the grantee organizations shifted primary service delivery to online platforms and closed, or partially, closed their offices beginning in March 2020. Out of the 49 organizations participating across Cohort 1 and Cohort 2, ten organizations from Cohort 1 and ten organizations from Cohort 2 were also able to deliver COVID-19-related support services to youth and their families, in addition to the youth-specific activities they had originally planned.

Imoyase collected data on the types of COVID-19 support activities provided by grantees to community members, which broadly fell into six categories:

- Food provided or delivered
- Technology provided or delivered
- Technology support provided
- Healthcare supplies (e.g., personal protective equipment [PPE] and hand sanitizer) provided
- Case management provided (e.g., wellness checks)
- Other specific needs

**It is estimated that between March 2020 and June 2020, R2R grantees provided COVID-19 support services to nearly 30,000 additional community members (youth and their families) through 100,000 different touch points.**

# Cohort 1 and Cohort 2 Locations, with Confirmed COVID-19 Cases, LA County





## Part V:

# Capacity Building Approach and Impact

## Background & Vision: Capacity Building

“L.A. County has laid the groundwork to invest, like never before, in a care-first model that prioritizes youth development through supportive, youth centered, transformative justice approaches. Ready to Rise was built, standing on the shoulders of our community partners, to ensure that all youth have the opportunity to thrive, and that the organizations who serve youth are resourced to do their best work. When we invest in the talent and leadership of our community members, we all win.”

– Shane Goldsmith, President/CEO, Liberty Hill Foundation

The R2R initiative is ushering in a culture of change that began with the bold vision and leadership of community organizations who have been pushing for reform for decades. In a landmark motion passed unanimously by the Board of Supervisors in November 2020, L.A. County will soon have its first Department of Youth Development. This department will mark a first of its kind investment in young people, providing vital and empowering alternatives to incarceration.

R2R helps to build the foundation of the youth development ecosystem by strengthening youth-serving programs and enhancing the capacity of youth providers to serve youth well in their communities of origin. This approach is backed by research showing that youth development programs are not only less expensive and more effective than arrest and incarceration, but also more successful in ensuring positive youth futures and securing community well-being and safety. The punitive approach that government institutions have taken towards youth of color and working-class communities has contributed to myriad collateral consequences, further entrenching these communities in racially discriminatory policies and the devastating impact of those policies. As such, and despite the research, historically the youth development landscape has remained underfunded.

R2R is a model program that begins to address this problem by providing youth-serving organizations with funding, as well as a comprehensive capacity building program.

Strong programs exist in strong organizations, and the strongest nonprofits are adaptable and resilient. They have effective leaders, good financial management, the ability to collaborate with others, and the space to plan, execute and assess new strategies. Capacity building is what allows nonprofits to build these skills and expertise—and more—so that they have what it takes to tackle deep-rooted problems.

## Capacity Building Approach

Liberty Hill oversees the capacity building component of R2R, building on an established model developed over the last decade through the Wally Marks Leadership Institute. This model:

- Identifies community assets and gaps in services.
- Engages in strategic planning aimed at measurable results.
- Designs and implements comprehensive and tailored leadership development.

Each R2R organization receives [customized, strengths-based, culturally competent, and comprehensive technical assistance](#), that blends expert consulting with a transformational and empowering coaching approach. The grantees also work within cohorts to gain support from their peers, and Liberty Hill collaborates with the R2R cross-site evaluator, Imoyase, to ensure the success and continual improvement of the program.

Liberty Hill defines **capacity building** as the funding and technical assistance to help nonprofits increase specific capacities to deliver stronger programs, take risks, build connections, innovate and iterate. There may not be one right way to go about this, but half-measures or overly prescriptive approaches can do more harm than good. Effective capacity building requires a high degree of trust between nonprofits and service providers. Before considering what types of support to provide, Liberty Hill needed to have a deep understanding of what nonprofits would find most helpful and a clear picture of what other government partners and private funders already offer.

## LA County Youth Services Gaps Report

In March 2019, Liberty Hill commissioned the “LA County Youth Services Gaps Report,” prepared by Leap and Associates under the leadership of UCLA Professor Dr. Jorja Leap, to identify existing youth services that were using a transformative approach, and to pinpoint service gaps for high-need populations. The overview focused on youth entering or re-entering the county’s youth justice system. Liberty Hill shared the report with the LA County Probation Department to guide promising practices, as well as inform decisions about which existing organizations could make the best use of public funds, and which areas needed ground-level investments due to a dearth of youth-development services.

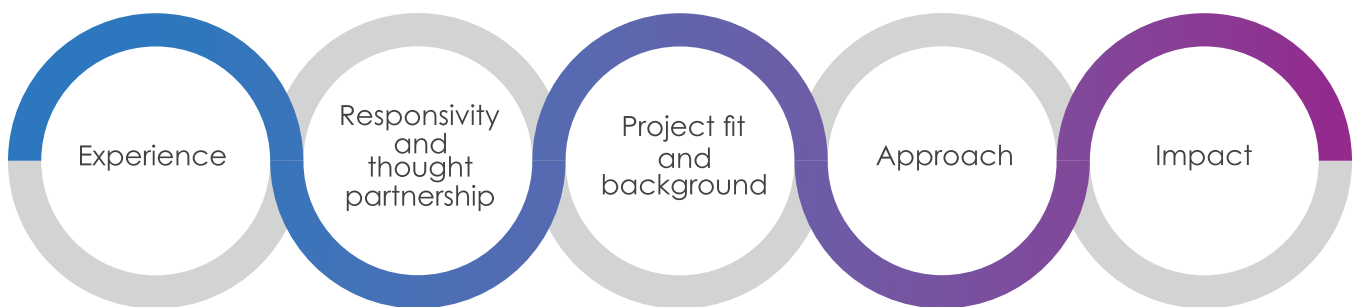
### Customized Programming

Liberty Hill worked with the CCF to select grantees that represented the diversity of Los Angeles County. Once chosen, Liberty Hill worked hand in hand with consultants and evaluators to build a customized capacity building program to ensure that, along with monetary resources, organizations would receive a full spectrum of technical assistance to develop their core competencies, increase collaboration among peers, and compete more successfully for public resources. Liberty Hill also assumed the role of a direct intermediary with the County so that grantees could devote their time and talent to capacity building without also being required to manage back-end County requirements.

### Capacity Building Program Structure

#### Our Partners

Liberty Hill and CCF chose Destiny Coaching and Consulting (Destiny) as R2R’s capacity building consultant team through an open application process. Ten applicants submitted responses to a Request for Proposals published on March 6, 2019. Liberty Hill rated the applications based on a 15-point rubric, evaluating the following domains:



Reviewers identified four top candidates and invited each to a final interview with both Liberty Hill and CCF. Destiny emerged as the best team for the job. Liberty Hill also collaborated on the review and selection process for Imoyase, referenced above, who also provides key technical assistance to the grantees.

Destiny demonstrates a breadth of diverse knowledge. Through the course of R2R, Destiny hired 16 additional coaches to guide the capacity building experience of 49 grantees. Each member of the leadership team has at least 10 years of experience in capacity building and at least 20 years in community/nonprofit work. Team members include certified coaches with experience providing services to varied stakeholders, including philanthropic organizations, community organizers, executive directors and management teams. Together they have deep experience leading multi-year, multi-site projects that have uplifted youth development as a core principle and engaged the high-needs communities served by R2R grantee organizations. Most importantly, the team centers its work using a racial, gender, LGBTQ+, and economic justice lens and roots its work in asset-based and results-driven approaches.

**Capacity building objectives for Ready to Rise include the following:**

1. Grantee organizations will increase their organizational awareness and capacity to provide high-quality, evidence-informed direct service interventions for youth and to fulfill their organizational missions.
2. Peer-to-peer learning will be fostered through participation in a shared community of aligned providers that may inform greater ongoing collaboration.
3. Community-based youth development providers will be well-positioned, over the long-term, to apply for Los Angeles County contracts without intermediary support, opening access to sustained, multi-year funding streams.

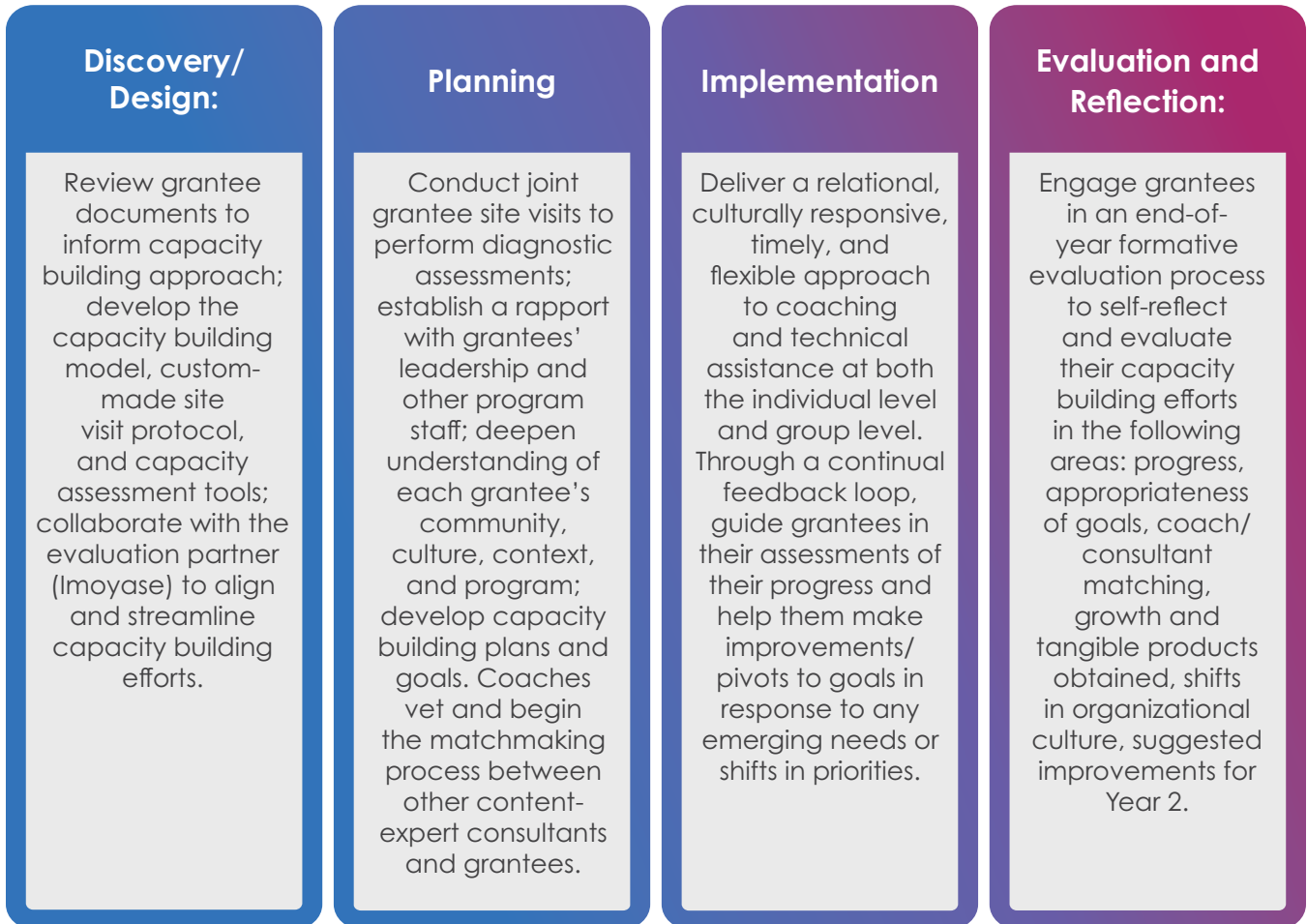
**The four primary components of the capacity building programming include the following:**

1. **Organizational Assessment**—Grantees and capacity building providers engage in a collaborative process to learn about organizational strengths, needs, gaps, and areas for growth, and to track success gained throughout the program. Coaches assist grantees with interpreting the results of the assessments.
2. **Individualized Capacity Building Plans**—Staff members from various levels within the grantee organizations work with assigned coaches to develop a capacity building strategy. Each plan outlines the primary focus of the first year of activities, the goals associated with that focus, and the support needed to achieve those goals.
3. **Individualized Coaching Sessions**—Each organization receives customized and responsive coaching and/or consulting to implement its capacity building plan. Each organization works with its coach to direct the process and select its consultants.
4. **Cohort-based Convenings**—Representatives from various levels of the grantee organizations attend cohort-wide convenings to focus on core organizational competencies. For Cohort 2 grantees only, organizations receive additional training opportunities through topic-specific learning tracks, using a classroom-based structure with only 10-12 organizations in each track.

# Cohort 1: Implementation

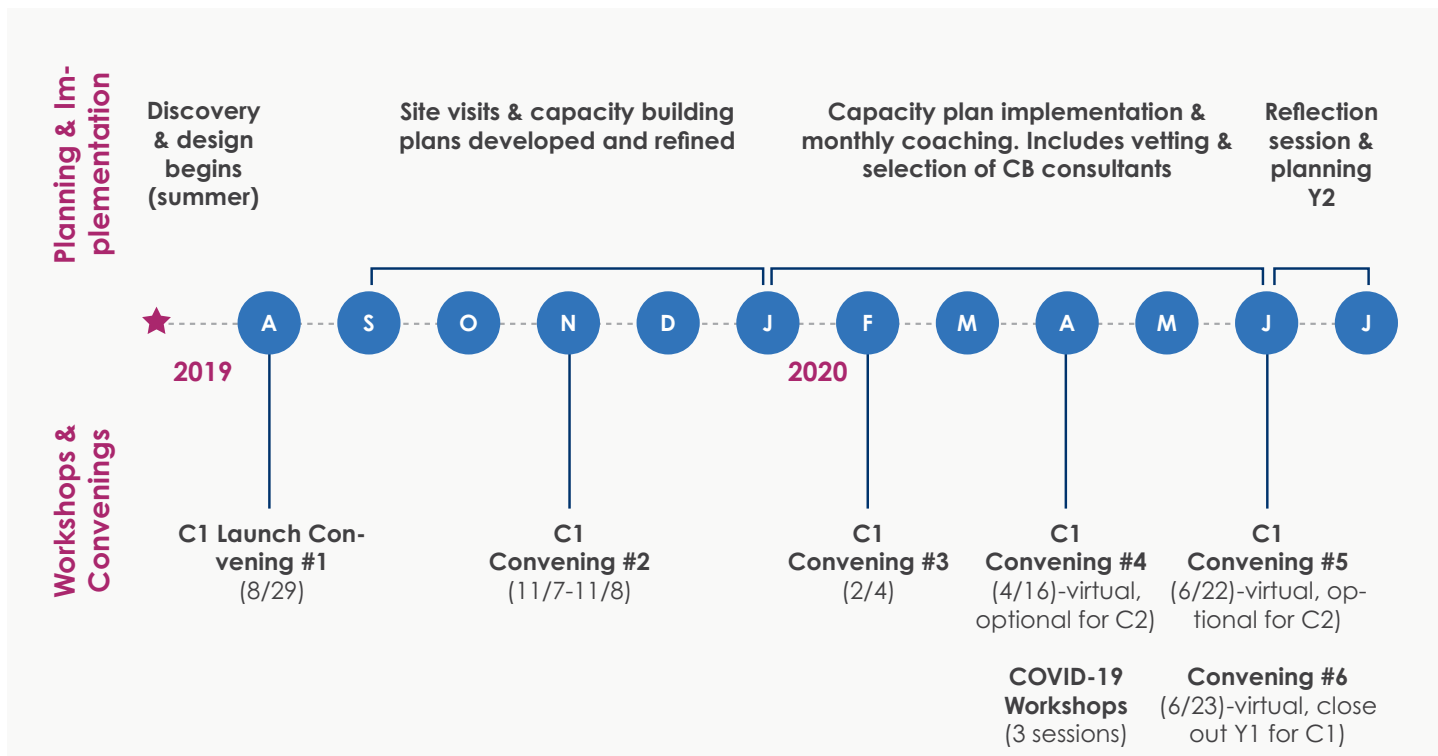
Destiny worked with Liberty Hill to establish a customized and responsive capacity building model that met the unique needs of the R2R grantees. Destiny vetted and hired coaches directly, with consultation from Liberty Hill, to ensure good fit with grantees.

## Destiny Four-Step Process



## Timeline of Capacity Building Activities

Implementation for Cohort 1 began in July 2019, with evaluation and reflection wrapping up the program year in June 2020.



## Site Visits, Diagnostic Assessment, and Plan Development

In October 2019, each of the 20 grantees in Cohort 1 received a site visit from both a capacity building consultant and an evaluation consultant and completed a diagnostic assessment. In guided facilitated sessions, coaches used a Socratic method with grantees' leadership and other program staff to discern organizational strengths, needs, gaps, and areas for growth in 13 competency areas—from fiscal management, organizational structure, and culture to program development and senior leadership.

Coaches used a customized assessment tool that contained quantitative questions for each of the 13 competency areas, as well as qualitative “guiding” questions to yield nuanced responses about areas of strength and opportunities for growth. The assessment tool consists of 16 sections and 128 questions. Each grantee was asked to complete the Organizational Structure and Culture, and Fiscal Management sections of the diagnostic tool, and then they had the option of selecting one to two additional capacity areas of their choosing.

## Capacity building goal areas identified by grantees during the diagnostic phase included:



Consultants helped each organization complete a customized plan outlining its goals and objectives for providing youth services/activities, long-term outcomes, and capacity building. Grantees were then matched with coaches, and, in some cases, with expert consultants to help them move through their plans and meet their goals.

### Monthly Coaching

Grantees participated in monthly coaching sessions to identify and work through evolving capacity building needs and make progress on their goals. Coaching sessions were designed to be respectful, timely, consistent, focused, and responsive. Participants included both organizational leadership and program-level staff.

### Convenings

Grantees from across the county gathered as a full cohort to focus on cross-cutting issues, skill building, networking, peer learning, and to develop relationships with their coaches and evaluation partners. Cohort 1 grantees participated in an orientation launch and two in-person convenings from August 2019 to February 2020. Starting in April, the convenings shifted to a virtual format in response to the statewide shelter-in place orders enacted to slow the spread of COVID-19. Destiny also added three workshops to support the grantees in their response to COVID-19.

Grantees from Cohort 2 joined the workshops and two of the convenings, as the content was relevant and needed for all. Prior to the workshops, coaches assessed the needs of the grantees in relation to the pandemic to ensure that the workshops' content would be practical and effective.



Workshop topics included [virtual meeting facilitation skills](#), [community-based self-care](#), and [how to make strategic financial decisions in a crisis](#). Additionally, cohort-wide convenings focused on growing concerns, needs, and peer-learning as organizations shifted their work to meeting the basic needs of youth and their families, contending with school closures and distance learning, and providing community members with updated pandemic-related information.

## Cohort 1 Convenings

Convening/Date	Description
<p><b>Orientation Launch</b> August 29, 2019</p>	<p>Destiny facilitated a three-hour launch to introduce 76 participants from 20 grantee organizations to the program. Grantees reviewed the purpose of the program and its offerings, met with consultant partners and fellow grantees, and heard from the foundation and county partners. Grantees also provided feedback to shape the curriculum moving forward.</p>
<p><b>Capacity Building Convening #1</b> November 7-8, 2019</p>	<p>The first convening engaged over 50 participants across two days. Skill-building focused on financial management, data management, and evaluation. The convening included workshops from Imoyase and the Nonprofit Finance Fund. Grantees also met in small groups organized around the following topics: Government Grants &amp; Building the Sustainability of Organizations, Building Alumni Programs, Engaging Systems-Involved Youth, Measuring Success: Data &amp; Evaluation Processes, and Fundraising/Individual Donor Campaigns.</p>
<p><b>Capacity Building Convening #2</b> February 4, 2020</p>	<p>The second convening engaged 42 participants who focused on skills development, coaching support, peer learning and relationship building. Grantees attended workshops on the following topics: Transformational &amp; Ethical Storytelling, Evaluation, Workshopping Capacity Building Plans, and Capacity Building Plan Support.</p>
<p><b>Capacity Building Convening #1</b> November 7-8, 2019</p>	<p>This convening was redesigned to allow grantees to support one another in the early weeks of the COVID-19 crisis. Participants shared how they were pivoting to adapt to lockdowns, and how they were continuing to support youth and their communities. Topics included: updates on how COVID-19 was impacting the R2R initiative; grantee adjustments during the health crisis; open questions for foundation partners; and innovations and challenges in serving youth in a socially distanced environment.</p>

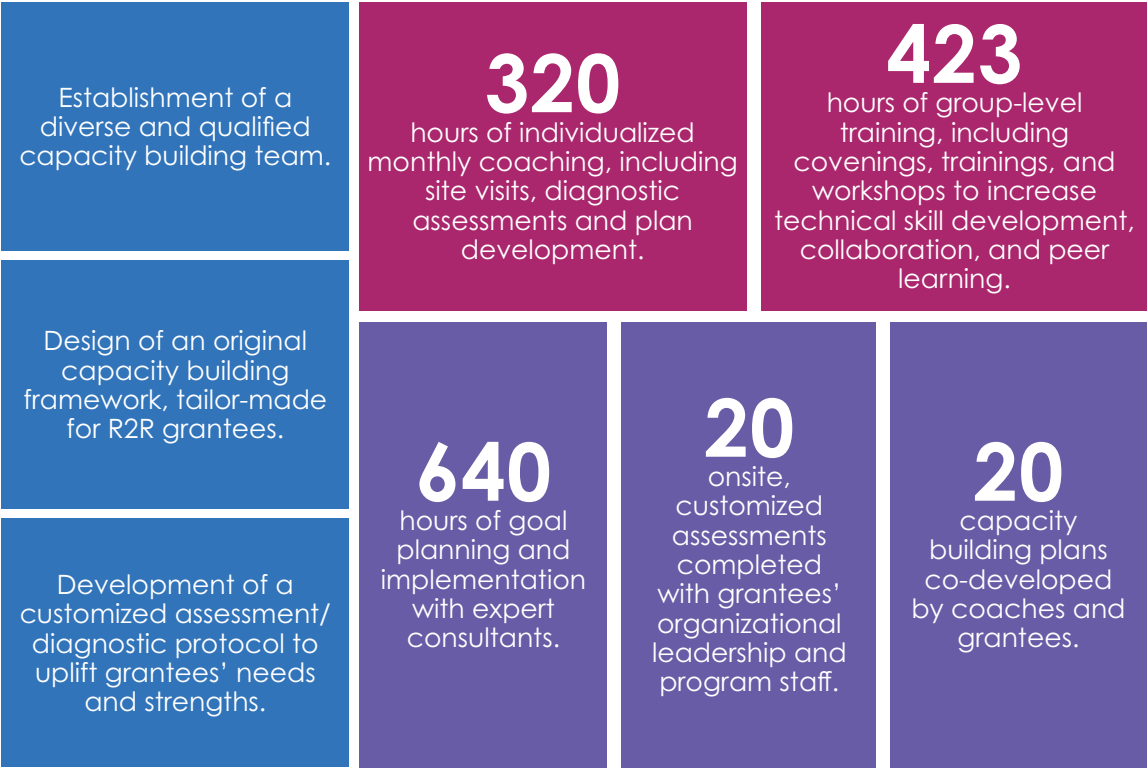
Convening/Date	Description
<p><b>COVID-19 Emergency Response Workshops (Virtual)</b>  <b>April 9, 2020</b>  <b>April 10, 2020</b>  <b>April 17, 2020</b></p>	<p>Facilitating Online Meetings (2 hours)  This Hands-on training allowed participants to interact with online meeting facilitation tools and taught them how to increase engagement and participation in their own meetings. The workshop also included time for the grantees to receive real-time coaching.</p> <p>Self-Care: A Community Approach (1.5 hours)  Through this interactive and reflective workshop, participants connected to their personal and collective wellness, gaining a deeper understanding of how their healthy sustainable wellness practice also contributes to community wellness.</p> <p>COVID-19: How to Make Strategic Financial Decisions in a Crisis (1.5 hours)  Leaders learned about accessible tools and gained strategic advice to help navigate uncertain times through a financial lens, including understanding their individual financial situations, determining and monitoring financial options, and communicating and reflecting on the situation.</p>
<p><b>Capacity Building Convening #4 (Virtual)</b>  <b>June 22-23, 2020</b></p> <p><b>*Day 1 offered to both cohorts</b></p>	<p>This convening coincided with the racial justice uprisings of the summer, which were deeply affecting R2R grantees and the youth that they serve. The first day provided peer learning support and skill building to grantees during this time of social transformation. Organization representatives participated in small-group breakouts to discuss tools, intervention strategies and program updates that were effective as they adapted work to a virtual setting and in response to the social and political moment. The second day served as a year one culmination for Cohort 1 grantees, celebrating major milestones and accomplishments, and reflecting on their journey with R2R.</p>

## Capacity Building Impact

Organizations cannot be expected to make significant transformations overnight. Capacity building is proven most effective and responsive when it is provided as a continual, multi-year intervention, ideally over a minimum of three years. By taking a long view, organizations design thoughtful plans for growth and develop strategies to sustain their accomplishments beyond a single program or initiative. Therefore, it is important to note that the impacts to date represent just one year of a multi-year capacity building plan.

Imoyase completed a participatory evaluation to measure R2R's impact on grantees' organizational capacity. Evaluators worked with Destiny's lead coaches who had expertise in evaluation to measure tangible and transformational outcomes across various domains.

**Several key milestones occurred in the first year of program implementation:**



**Impact of Convenings**

Full findings for the convenings and workshops can be found in the appendix. In summary, the evaluation found that Destiny's experience translated into effective, dynamic facilitation that honored grantees' needs, culture, and context. Destiny fostered a sense of community among grantees and the initiative partners, allowing all parties to strengthen their relationships with each other. Within a short timeframe, grantees developed a collective "we" within a larger dependable and stable structure, recognized their interdependence, identified similarities with other grantees' experience, and achieved a sense of belonging. Grantees walked away from each meeting feeling energized and prepared to pursue their capacity building goals. Grantees also benefitted from obtaining critical information and resources across various domains, building their technical skills and organizational capacity. Grantees demonstrated increased skills and capacities in areas ranging from communications to public contracts, fiscal management, and data and evaluation.

The figure below shows the overarching outcomes achieved during the Year 1 convenings.



### Impact of Coaching

Grantees expressed that certain characteristics and skillsets of the coaches contributed to the success of the sessions, as follows in the graphic below.



## Overall Impact

Despite the challenge of COVID-19 in the final months of Year 1, grantees continued working toward their capacity building objectives. Some were still able to accomplish their goals by the end of the first year, and others amended their timelines. The two tables below outline the progress the grantees in Cohort 1 have made on their goals and the challenges they experienced.



90%

Completed their goals  
by December 2020

30%

completed their goals  
by June 2020

Goal Progress	# of orgs (n=20)	%(n=20)
Completed by June 2020	6	30
Completed by July 2020	4	20
Completed by August 2020	7	35
Completed by September 2020	1	5
Still in progress	2	10



Top  
Challenges

55%

encountered NO challenges during a very difficult year

Challenge	# of orgs (n=20) (some organizations reported more than one challenge)	%
COVID-19	6	30
Staff/leadership changes	3	15
Challenges with consultant process	2	10
No challenges	11	55

While 7 of the 20 grantees shifted capacity building goals during the year, 19 of the 20 reported feeling that the goal they eventually chose was the right goal for them at the right time. Seventeen grantees (85%) reported satisfaction with their consultants. The remaining 3 grantees were unable to report because they had just started their engagement with the consultant. Delays in the consultant matching process for the 3 grantees can be attributed to low staff capacity, longer process needed to refine their capacity building goal, and difficulty finding consultants who would be an appropriate match for the grantees.

Grantees also reported a number of positive organizational culture shifts categorized as **transactional outcomes**, outlined in the figure below.



Grantees also reported a number of positive organizational culture shifts categorized as **transformational outcomes**, outlined in the figure below.



## Grantee Experience

Throughout the course of the year, grantees provided feedback to the capacity building team, helping to shape the agendas and curricula for convenings. As a result, the capacity building experience was responsive and evolved with the changing needs of the grantees during uncertain times. Additional grantee findings on satisfaction with the convenings and workshops specifically can be found in the appendix.

Some direct grantee quotes include the following:

“*The Public Private Partnership really works. With the **Ready to Rise team, they actually are in our face, in our space but in a good way like, ‘how can we help you, what more do you need?’** And they’re helping us to pull the data together so that we can actually show results.*”

- Quote provided anonymously

“*I think from a funder standpoint, that has been by far, hands down the best funder we’ve received money from. So if we could have more of that, they get it. **They’re listening, they support, and they actually have us come together as a cohort to be ready to rise!** I just feel like the PPP [public-private partnership] are people who are actually holding hands with us and asking us, ‘what else do you need, what else can we help you with?’*”

- Quote provided anonymously

“*Our work with [Consultant] has helped us unify around a common understanding on how to frame our story and how it will be shared. [The consultant’s] support lined up perfectly with the strategic plan implementation process.*”

- CDTech (Community Development Technologies)

“*We accomplished important things in the area of team building. We are stronger in that area. **[Our coach] has helped us to withstand the roller coaster we are on now.***”

- Flintridge Center

“***The new direction was huge.** We’ve been thinking about addressing systemic change for a while, so this really helped us be more focused. It’s even more important in these times.*”

- Youth Emerging Stronger (YES)



## Culminating Reflection

In the inaugural year, organizations received a tailored program to help them build their organizational capacity to serve youth effectively. Liberty Hill and Destiny worked together to design a program that was not “off the shelf,” but was led by trainers and coaches who reflected the communities they were serving, integrated a community-informed approach that centered racial equity, and honored the expertise and longevity of organizations, building on their strengths. Capacity building coaches, trainers and consultants balanced structure with flexibility as they worked with grantees ranging in size, staff support, budget, and diversity of both staff and youth served. The Destiny team provided structure around assessment, goal setting, monthly coaching, and goal implementation as a systematic way of supporting organizations and staff, but they also met grantees where they were in terms of capacity of time and focus. Due to the deep work with grantees beginning with the diagnostic assessment, Destiny built relationships of trust, open communication, flexibility, and partnership with each organization. With this foundation of trust, the program was able to adapt and address challenges presented by COVID-19 and the racial uprisings following the murder of George Floyd.

# Cohort 2: Implementation

## Expansion and Modifications

On February 5, 2020, LA County Probation Department extended its contract with Liberty Hill to add a second cohort of 29 grantees over an 18-month period. Liberty Hill and CCF selected the organizations from among those who applied in the first grantmaking round but were initially deferred. The grantees were selected with a focus on ensuring diversity across geography, service delivery, program type, and organizational capacity, as well as ensuring that organizations with budgets under \$1 million were prioritized. All 29 organizations received site visits and were jointly selected by foundation partners. The following section covers the first six months of Cohort 2's progress.

## Cohort 2 Program Structure

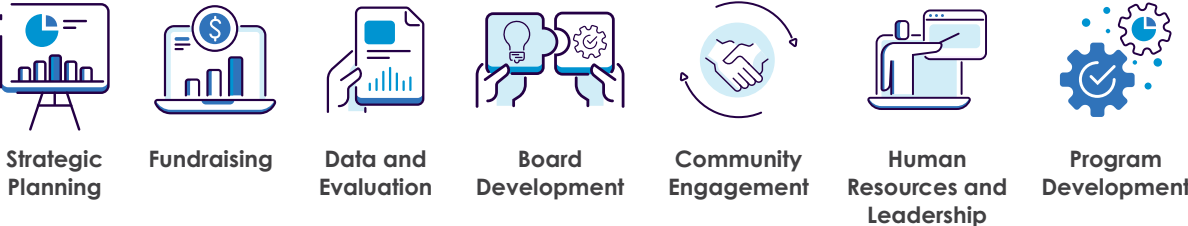
Destiny is using the same four-step process outlined above for Cohort 2, which includes discovery/design, planning, implementation, and evaluation and reflection. Implementation for Cohort 2 includes assessment, convenings and coaching as with Cohort 1, but also adds tracked learning, which places grantees into subgroups. With tracked learning, organizations engage in deep learning on a particular capacity building area and develop learning collaboratives with like-minded organizations confronting the same challenges and opportunities. This overarching model still allows peer-convenings to focus on cohort-wide community building, peer learning and exploration of topics pertinent to the field that are often largely unaddressed, such as employee burnout, healing and racial justice, and restorative justice.

## Site Visits, Diagnostic Assessment, and Plan Development

In May and June of 2020, all 29 grantees in Cohort 1 received both a virtual meet and greet coaching session and virtual site visits from the capacity building and evaluation consultants; and completed a diagnostic assessment with their coaches. The same assessment tool described above for Cohort 1 was used for Cohort 2, with the addition of a question about

race equity to help the team integrate this subject into the program. As an outcome of these diagnostic meetings, grantees each identified at least one capacity area to focus on through R2R. Diagnostic meetings help grantees identify capacity building goal areas that impact their selection for tracked learning, yet ultimately grantees self-select into tracks.

Capacity building goal areas identified by Cohort 2 grantees during the diagnostic phase included:



Just as with Cohort 1, Destiny worked to select additional coaches to fulfill the coaching needs of all grantees. Eleven coaches were selected, and they participated in a coach orientation in April 2020. As the coaching staff increased, the coaching orientation helped to organize and systemize coaching expectations, timelines, and deliverables to meet grantee goals and needs. The coaches were matched based on areas of capacity building needs identified by grantees on their grant applications and the coach's area of expertise, and the coaches worked with the grantees to develop their capacity building plans.

### Convenings

Similar to the work with Cohort 1, all-cohort convenings for Cohort 2 were designed to provide space for addressing cross-cutting issues, skills-based learning and community building. Due to the deeper technical skills addressed by the tracks, the only planned modification to the convenings was to place a greater emphasis on racial equity and anti-racism frameworks in line with the County's emphasis on these topics.

Programming launched at the in-person orientation on March 5, 2020, when organizations received an overview of the initiative, information about our consulting partners, and an explanation of tracked learning.

Unfortunately, within days of the launch, shelter-in-place orders associated with COVID-19 went into effect. Compounding the impact of the pandemic, the nation witnessed the murder of George Floyd and Breonna Taylor, which activated communities nationwide around more visible activism calling for racial equity and reinvestments of funds toward community-informed safety and care.

As with Cohort 1, the team shifted all previously planned convenings to a virtual setting and invited Cohort 2 organizations to attend the all-cohort convening on April 16. This session provided critical updates on the response to the pandemic and peer-learning spaces for collaboration across both cohorts on best practices, challenges, and strategies for overcoming the impacts of the pandemic. Cohort 2 also participated in the COVID-19 emergency response workshops facilitated by Destiny, which addressed key issues identified by grantees, including online meeting facilitation, community self-care and how to make strategic financial decisions in a crisis.

**Cohort 2 Convenings**

Convening/Date	Description
<p><b>Launch Orientation for Cohort 2</b>  <b>March 5, 2020</b></p>	<p>Destiny facilitated a three-hour launch to introduce 67 participants from 29 grantee organizations to the program. Grantees reviewed the purpose of the program and its offerings, met with consultant partners and fellow grantees, and heard from the foundation and county entities leading the initiative. Grantees also provided critical feedback to shape the curriculum moving forward.</p>
<p><b>Capacity Building Convening #1 (Virtual)</b>  <b>April 16, 2020</b></p> <p><b>*Offered to both cohorts.</b></p>	<p>This convening was redesigned to allow grantees to support one another in the early weeks of the COVID-19 crisis. Participants shared how they were pivoting to adapt to lockdowns, and how they were continuing to support youth and their communities. Topics included: updates on how COVID-19 was impacting the R2R initiative; grantee adjustments during the health crisis; open questions for foundation partners; and innovations and challenges in serving youth in a socially distanced environment.</p>

## Cohort 2 Convenings

Convening/Date	Description
<p><b>COVID-19 Emergency Response Workshops (Virtual)</b>  <b>April 9, 2020</b>  <b>April 10, 2020</b>  <b>April 17, 2020</b></p> <p><b>*Offered to both cohorts.</b></p>	<p>Facilitating Online Meetings (2 hours)            This Hands-on training allowed participants to interact with online meeting facilitation tools and taught them how to increase engagement and participation in their own meetings. The workshop also included time for the grantees to receive real-time coaching.</p> <p>Self-Care: A Community Approach (1.5 hours)            Through this interactive and reflective workshop, participants connected to their personal and collective wellness, gaining a deeper understanding of how their healthy sustainable wellness practice also contributes to community wellness.</p> <p>COVID-19: How to Make Strategic Financial Decisions in a Crisis (1.5 hours)            Leaders learned about accessible tools and gained strategic advice to help navigate uncertain times through a financial lens, including understanding their individual financial situations, determining and monitoring financial options, and communicating and reflecting on the situation.</p>

### Tracked Learning – Delayed

The effects of the pandemic have been, and continue to be, far reaching for our grantee partners and for our implementing partners, but the greatest effect has been on Cohort 2, which was just launching when stay-at-home orders went into effect. The three R2R partners—Los Angeles County Probation Department, CCF and Liberty Hill—as well as other county agencies, experienced disruptions in workflows, operations and shifts to adapt to remote work when possible and to become compliant with public health safety standards.

The impact of these shifts and interruptions resulted in challenges and delays for our subcontractors to meet the stringent contracting requirements of the County, including in-person live scan requirements along with high insurance requirements for work that would mostly operate virtually, setting back contract negotiations, information sharing and planning. These setbacks resulted in months of delays.

It was originally imagined that organizations would have been able to participate in workshop tracks that included the following topic areas: data and evaluation, program refinement, fundraising, leadership development, strategic planning, and board development. Track themes were to be aligned with capacity building needs that organizations self-identified as priorities. The capacity building team made the difficult decision to shift the track-based learning strategy to focusing on only the top three most pertinent capacity building areas: data and evaluation, fund development/resource development, and strategic planning. These workshops were set to launch in December 2020.

## Grantee Experience

Throughout Cohort 2's first six months in R2R grantees provided feedback to help inform capacity building curriculum and service delivery. This feedback was paramount as the capacity building team pivoted to virtual platforms, allowing them to provide responsive services that met the needs of grantees. Further, grantees expressed that the space provided to connect as a cohort was important in community building and strategizing as they weathered the storm of the pandemic.

“ [I was] reminded that we are all currently facing challenges with this new way of navigating work. Remain positive, optimistic, and encouraged. WE WILL GET THROUGH THIS TOGETHER!!! ”

- Quote provided anonymously

“ It's interesting to know that a lot of organizations are having problems with engagement. I was beginning to think we were the only one. ”

- Quote provided anonymously

“ We are not alone in the challenges and everyone is adapting and changing accordingly. ”

- Quote provided anonymously

“ Really enjoyed the thoughtfulness of the session (engaging, interactive, informative). ”

- Quote provided anonymously

## Public Workshops - Delayed

The R2R expansion also provided for public workshops, targeted in particular at organizations that applied for the initiative but were not chosen for either cohort. The aim of these workshops is to provide far-reaching assistance, capacity building and skill-building to a wider range of organizations in order to strengthen Los Angeles County's youth development network—a task more crucial than ever as the County reforms its youth justice response and establishes the Department of Youth Development.

Due to the aforementioned challenges brought on by the pandemic, this work has not been able to advance. The first public workshops will be a two-part series delivered by the Nonprofit Finance Fund that will focus on Linking Money to Mission (financial storytelling) and Financial Management Tools. Future trainings will focus on topics that will help organizations be more competitive in subsequent funding rounds and for other local and state funding sources such as grant writing, and building communication infrastructures and reach.

In the interim, to address the time-sensitive needs of grantees applying to public funding opportunities at the state and local level, Liberty Hill financed a training for 65 of R2R's initial applicants on "How to Approach a State Funding Opportunity," including best practices on obtaining public funding and specific technical assistance on how to apply to the California Community Reinvestment Grants (CAL CRG) program. In addition, one-on-one consultant support was offered to 12 R2R grantees to provide critical feedback and support as they completed their Cal CRG applications.



**Part V:**  
Recommendations



As we reflect on a successful first year of the R2R Initiative, we are grateful for the partnership of the Los Angeles County Probation Department and the community-based organizations that have served as the inaugural cohorts of R2R grantees.

We have identified some key considerations for the field of youth development in Los Angeles County. Our recommendations are listed below.

## ● **1. Implement a Positive Youth Development (PYD) Model**

We found that the most successful program models:

- Consider external factors that influence a young person's thoughts and behaviors (politics, economy, socio-cultural, and family/caregivers/community), and acknowledge that cultural / racial movements, uprisings, and violence influence the collective consciousness of youth and their families.
- Address the unmet needs of youth through a combination of programs and services (arts, education, mentorship, community leadership, etc.). This includes meeting both the basic needs of youth and their families during times of crisis, and additionally providing holistic services and supports to better meet the needs of youth.
- Influences 3 or more key developmental areas to create positive outcomes (i.e., improved mindset and academic achievement). Key development areas include but are not limited to socio-emotional development, mental development, physical development, academics/cognitive development, and identity development.

## ● **2. Use Community-Based Participatory Research (CBPR) Approaches**

With the partnership of our evaluators at Imoyase, we found that a CBPR approach benefits the field in the following ways:

- Builds trusting and fruitful relationships with direct service providers, the youth, and community members by promoting transparency in data collection, and tailoring their approach to include youth voices, needs, and experiences.
- Creates a feedback loop to grantees in the form of organization specific data and outcomes, that can then be leveraged by grantees for ongoing fundraising, program improvements, and organizational sustainability.

- Centers issues of oppression, racism, trauma, and inequity to understand the root causes of systems-involvement, and how community interventions can transform the lives of young people for the better.

### 3. Prioritize Capacity Building

Through our work with Destiny, we have learned that programmatic work is strengthened by organizational capacity building. When organizations have the time and space to provide for the learning and growth of their staff, the youth they serve will benefit. While private and public resources can be difficult to secure for these opportunities we encourage organizations when possible to:

- Prioritize training, coaching, leadership development, and peer learning opportunities for staff.
- Help staff of various levels within the organization to dedicate time to participate in these learning and growth opportunities and share with other colleagues.
- Offer capacity building resources that are customized, comprehensive, culturally informed, and delivered in a cohort-based model, which is how adults learn best.

We have also identified some key points in the process where the Probation Department has the potential to lead the way in changing the procurement processes across Los Angeles County to become more fair and more accessible to community-based organizations. In light of new mandates for the use of third-party intermediaries in L.A. County contracting, these recommendations suggest new best practices. Our recommendations are listed below.

1. **Establish stronger cross-departmental coordination within L.A.** County to evaluate the varying procurement processes and requirements within each department (i.e., the background check process and insurance requirements). Collaboration among departments should be extended to all departments who contract with community-based agencies and are responsible for youth serving programs and projects. Departments can include, but are not limited to, the Department of Public Health, Los Angeles County Development Authority, and the Department of Children and Family Services. We recommend that a cross-departmental, centralized system be established for the

various requirements and procedures asked of community-based organizations seeking to be approved for county contracting. This system would allow for better transparency and clarity of contract requirements and potentially eliminate some duplication with the hope of streamlining contracting. We recommend that community-based partners be invited to provide more detailed recommendations for improvement.

- **2. Consider a new framework for how insurance requirements are designed** for various subcontractors, such as community-based organizations. Currently, standard insurance requirements are set and mandated of County contractors and their subcontractors at between \$1 million and \$2 million, with variance for types of insurance. These minimum standards do not account for the myriad complexities that organizations must weigh when securing insurance, including their scope of work, budget, and size of operations. Revised standards that are “right-sized” for contractors and subcontractors would ensure that insurance levels align with subcontractors of various budget sizes and scopes of work. Further, we recommend that appropriate insurance minimums be developed in collaboration with insurance professionals to align with current insurance products available to organizations of various sizes and budgets.
- **3. Eliminate the cost reimbursement funding model for community-based organizations.** This funding model is a significant barrier to access for most community-based organizations because it relies on the ability of organizations to have access to liquid assets or reserves and to execute work before receiving compensation. We applaud the Probation Department for working with CCF and LHF to allow R2R partners to receive funding in advance of their costs and programs. To alleviate this burden outside of R2R, we suggest transitioning to an advance/upfront payment model through L.A. County as possible, which appropriately compensates organizations and provides them with the resources needed to accomplish work successfully.
- **4. Create a crisis response process** to facilitate more efficient, clear, and adaptable county processes in the event of an unforeseen challenge of the same scale as we experienced with COVID-19. The impact of the pandemic has yet to be fully understood in L.A. County, and

may continue to create barriers and long-term impact that may alter youth development program activities and structures for the foreseeable future. Community-based organizations are an integral part of our frontline response system to serve the community and need immediate and clear guidance in the event of a crisis. Further, crises can change the ability of organizations to meet contract obligations both through their direct service delivery and internal organizational processes. For example, the COVID-19 pandemic caused a shutdown of the in-person background check process, halting approval for developing work. Again, given that COVID-19 may have long-term implications for public health and safety, waiver processes, forbearance, innovative structures, and/or alternate guidance is essential for the ecosystem of organizations supporting the frontline to be able to continue to work efficiently and quickly in response to crises.

- **5. Streamline and simplify subcontractor approval processes**, with greater transparency to incentivize County partnerships with organizations of various sizes, budgets, and structures. When possible create standardized templates and approval frameworks to ensure organizations can execute partnerships and scopes of work with expediency. Allow third party intermediaries or primary contractors to absorb certain requirements when appropriate that do not need to be passed down to subcontractor agencies.

## Next Steps:


In the upcoming cycles of R2R grantmaking, there is an opportunity for R2R to increase the level of Positive Youth Development (PYD) services across the county. Expansion of PYD services can meaningfully address socio-emotional wellbeing, meet career and vocational needs, promote critical consciousness, and provide case management services and support to youth in need, among other services.

To achieve this goal, R2R will provide expansion grants for current R2R grantees that have the strategic ability and infrastructure necessary to increase our reach and address countywide gaps in services such as:

- The need for youth development service providers in high-needs communities and/or “service deserts” (i.e., Antelope Valley, along the 10 and 60 freeway corridors, and deep into the South Bay and Wilmington).
- Financial, programmatic, capacity building, and evaluation support for specific programmatic elements required to address community needs (i.e., staffing, implementation, and retention of a mentorship program).
- Address and prevent the historically disproportionate impacts of the juvenile-justice system, foster care, school discipline, welfare system, etc. on Black youth.

R2R will employ the following strategies to address the above:

- Develop and grow the capacity of organizations to serve youth and families through direct support and/or partnership with another organization; and/or resource well-positioned organizations to expand into communities where services do not exist.
- Provide disproportionate investments for disproportionate impacts. Over-invest in specific programmatic elements required to address community needs (i.e., some communities experience a shortage in capacity to launch or maintain mentorship programs with high fidelity).
- Help organizations attract and retain Black youth in their programs.



**Appendix A:**  
Convening and  
Workshop Findings

# Convening and Workshop Findings

Date	Goals/ Topics/ Sessions/ Findings
<p><b>Cohort 1 Orientation Launch August 29, 2019</b></p> <p>(25 participants from 20 grantee organizations)</p>	<p><b>Convening Goals</b></p> <ul style="list-style-type: none"> <li>• Begin to build community among the grantees and partners.</li> <li>• Begin to learn about each other's work and envision how the grantees can build and learn together.</li> </ul> <p><b>Sessions</b> Grantees were introduced to the R2R partners and then self-selected into six small groups focused on a variety of topics.</p> <p><b>Findings</b></p> <ul style="list-style-type: none"> <li>• Participants rated the R2R launch convening very high.</li> <li>• 81% (n=26) found the convening activities creative, engaging, and meaningful.</li> <li>• 100% (n=25) agreed or strongly agreed the session provided them with a clearer understanding of the overall Ready to Rise initiative.</li> <li>• 100% (n=25) agreed or strongly agreed the session provided them with a clear understanding of the respective role of the two consulting teams, Destiny Consulting (capacity building) and Imoyase (evaluation support).</li> <li>• 89% (n=26) agreed or strongly agreed the convening resulted in their feeling a sense of community with fellow Ready to Rise grantees.</li> <li>• 96% (n=24) indicated they met at least one person from another grantee organization they are interested in learning more about.</li> </ul>
<p><b>Cohort 1 Capacity Building Convening November 7-8, 2019</b></p> <p>(63 participants on Nov. 7 &amp; 50 participants on Nov. 8 from 20 grantee organizations)</p>	<p><b>Convening Goals</b></p> <ul style="list-style-type: none"> <li>• Expand grantees' support systems and peer networks.</li> <li>• Develop and build grantees' core competencies and skills.</li> </ul> <p><b>Sessions – November 7</b> Cohort introductions, peer learning exchanges, "Introduction to Evaluation – Benchmarks of change," and "Linking Money to Mission"</p> <p><b>Sessions – November 8</b> Cohort introductions, Evaluation Academy (co-designing cross-site evaluation), and "LA County Contracting – Opportunities, Challenges, and Needs"</p> <p><b>Findings</b></p> <ul style="list-style-type: none"> <li>• Participants provided very positive ratings for this 2-day convening.</li> <li>• 82% (n=28) indicated the day was well organized.</li> <li>• 93% (n=28) agreed or strongly agreed that they developed a better understanding of other grantees' youth development work.</li> <li>• 93% (n=27) agreed or strongly agreed that they got to know at least one other R2R grantee and plan to connect with them after the convening.</li> <li>• 81% (n=27) agreed or strongly agreed that they learned something practical they could apply to their work.</li> </ul>

**Cohort 1  
Capacity Building Con-  
vening  
February 4, 2020**

(60 participants from 20  
grantee organizations)

**Convening Goals**

Participants will:

- Learn about transformational storytelling to uplift the cultural, spiritual and political values of their organizations and communities; and to communicate the success and impact of their work.
- Walk away with one new idea, practice, and/or concept that they will incorporate into their work.
- Workshop their capacity building plans with coaches and peer organizations.
- Leave informed about the next steps and requirements for the R2R cohort-wide data and evaluation.

**Sessions**

Storytelling workshop w/ Michael Kass, introduction to focus groups, workshoping capacity building plans, workshop on conducting focus groups

**Findings**

Participants shared at least one thing they enjoyed and at least one thing they would change to improve the sessions. The resulting themes are summarized below.

*Storytelling*

- The session helped build trust.
- The interactive components were very engaging.
- Grantees learned how to capture client stories in a meaningful way that highlights their growth and organization services, while not dehumanizing their participants' experiences.
- The pedagogical strategy kept participants engaged.
- More time was requested for discussion and examples.
- Grantees preferred intentional focus on cultural storytelling and using a trainer from a BIPOC background.

*Technical assistance on focus groups*

- Mock focus group gave time to practice and anticipate possible challenges.
- Grantees enjoyed the role play.
- The activities were engaging, interactive, informative, and grantees liked learning by doing.
- Grantees wanted more time for the activity.
- Grantees also would have liked to learn focus group best practices from peers.
- Grantees liked hearing from other organizations and the support they need.
- Grantees were validated to know they have similar questions and concerns.



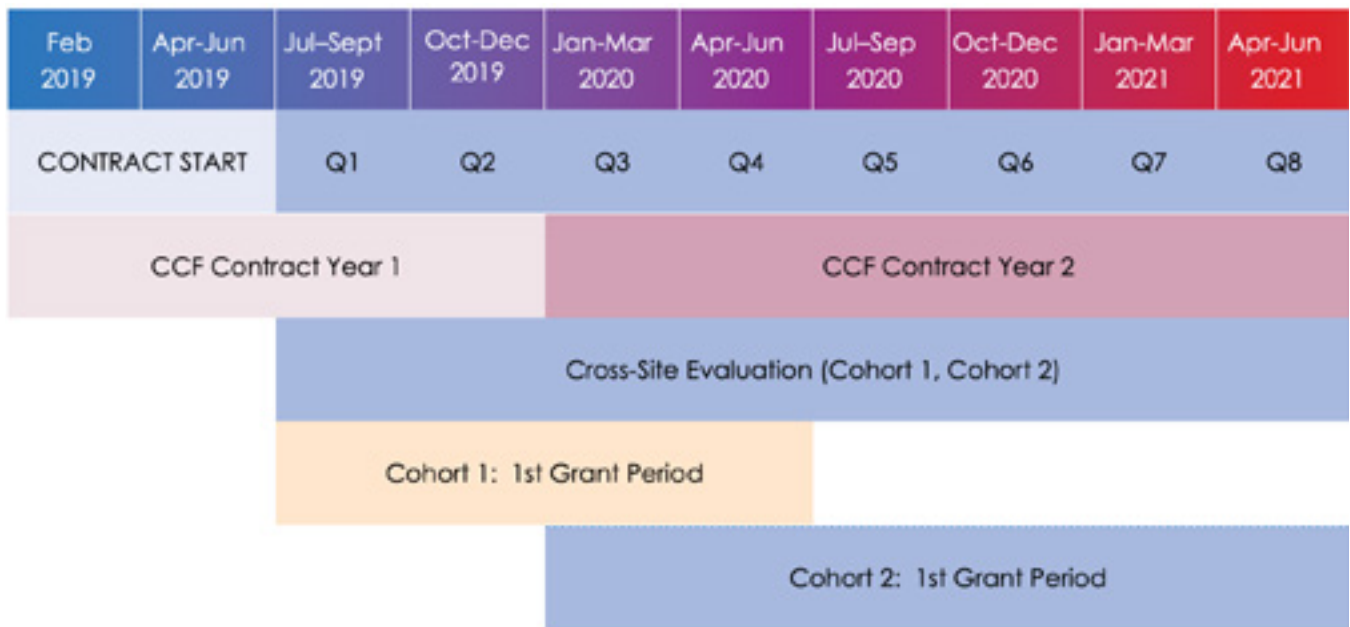
<p><b>Cohorts 1 and 2 Capacity Building Con- vening (Virtual) April 16, 2020</b></p> <p>(103 participants from 49 grantee organizations)</p>	<p><b>Convening Goals</b></p> <ul style="list-style-type: none"> <li>• Come together as a community and provide support.</li> <li>• Provide updates on how COVID-19 is impacting the R2R initiative.</li> <li>• Provide space for grantees to support each other in making adjustments.</li> </ul> <p><b>Sessions</b></p> <p>Administrative updates, program evaluation update from Imoyase, peer learning, sharing challenges, and brainstorming solutions and innovations.</p> <p><b>Findings</b></p> <ul style="list-style-type: none"> <li>• Grantees shared how they pivoted their programming and resources and the new practices they implemented.</li> <li>• Innovations were noted with respect to engaging youth and collaborating with schools; addressing youth technology and internet access needs; creating safe space for youth online in the wake of the pandemic; and addressing basic needs related to food, rent, jobs, etc.</li> <li>• Grantees detailed the many challenges facing youth and their organizations during the pandemic (e.g., maintaining communication with youth in juvenile halls and camps, transition-age youth's (TAY) loss of employment, poor communication between schools/school districts and students, and engaging older youth).</li> <li>• Destiny chronicled the myriad ways grantees shifted operations; were responsive to the immediate needs of their constituents; and provided space for grantees to learn from each other.</li> </ul>
<p><b>Cohorts 1 and 2 Capacity Building Con- vening (Virtual) June 22, 2020</b></p> <p>(46 participants from 25 grantee organizations)</p>	<p><b>Convening Goals</b></p> <p>Support R2R grantees during a time of societal transformation by building community and collective knowledge.</p> <p><b>Sessions</b></p> <p>Grantee sharing related to the ways R2R grantees are supporting youth right now, peer-to-peer sharing and learning with small group discussion, including ways R2R grantees can further address the systemic challenges their youth and communities face.</p> <p><b>Findings</b></p> <ul style="list-style-type: none"> <li>• Participants provided very positive ratings of the convening.</li> <li>• 100% (n=17) agreed or strongly agreed that the virtual convening was well organized.</li> <li>• 100% (n=17) agreed or strongly agreed that the peer learning breakouts were helpful and meaningful.</li> <li>• Grantees provided an extensive list of ideas and takeaways gleaned from the convening (e.g., to meet kids where they are; to stress less about numbers and focus more on the quality of services; to continue to be mindful of all the stressors in this time, including focusing on discussions about race; to facilitate communication through gaming; and to support building capacity of mentors to hold race-based conversations and adding new tools in the life skills curriculum.)</li> </ul>

<p><b>Cohort 1 Capacity Building Con- vening (Virtual) June 23, 2020</b></p> <p>(41 participants from 20 grantee organizations)</p>	<p><b>Convening Goals</b> Year-End celebration and reflection on a year of building together as R2R Cohort 1 grantees.</p> <p><b>Sessions</b> Sharing the story of R2R presented by CCF and Liberty Hill; “What’s Data Got to Do with It,” a data presentation skit from Imoyase; Celebrating Organizational Growth; What to expect in Year 2.</p> <p><b>Findings</b></p> <ul style="list-style-type: none"> <li>• Participants (n=21) shared narrative statements of what they liked about the convening, including: the breakout sessions “that allowed for honest and real conversations”; the time to reflect on their capacity building process and hear about other organizations capacity building process; hearing from other grantees and using the moment as an opportunity to reflect on the accomplishments of this past year; and Imoyase’s popular education skit to present Year 1 findings.</li> <li>• On a scale from 1 (Strongly Disagree) to 10 (Strongly Agree), 71% (n=21) of grantees gave ratings from 7 to 10, while 29% gave ratings between 4 and 6.</li> </ul>
<p><b>Workshops</b></p>	
<p><b>Cohorts 1 and 2 COVID-19 Emergency Response Workshop (Virtual) April 9, 2020</b></p> <p>(17 grantee organizations)</p>	<p><b>Workshop Topic</b> Facilitating Online Meetings</p>
<p><b>Cohorts 1 and 2 COVID-19 Emergency Response Workshop (Virtual) April 10, 2020</b></p> <p>(26 grantee organizations)</p>	<p><b>Workshop Topic</b> Self-care: A Community Approach</p>
<p><b>Cohorts 1 and 2 COVID-19 Emergency Response Workshop (Virtual) April 17, 2020</b></p> <p>(19 grantee organizations)</p>	<p><b>Workshop Topic</b> How to Make Strategic Financial Decisions in A Crisis</p>



**Appendix B:**  
Ready to Rise Grant Timeline

# Ready to Rise Grant Timeline





# Grantee Profiles

“A Place Called Home is where we build bridges to a better future. It is a safe space filled with opportunities we wouldn't otherwise have.”

– A Place Called Home Member, Age 19



## PROGRAM OVERVIEW



A Place Called Home (APCH) proposes to serve Opportunity Youth (OY) over the coming year; Opportunity Youth are defined as those facing the most serious obstacles to success, including involvement in the juvenile justice and/or foster care systems. APCH will partner with Da Vinci Schools to offer RISE High at APCH, an on-site charter school designed to support OY in finishing their high school education. APCH will serve OY through a new programming component called "IMPACT," which stands for Individual Member Programming and Counseling Track, will operate on Saturdays and provide targeted support, including job readiness classes, nutrition, and athletics, for OY.

[www.APCH.org](http://www.APCH.org)



“Through supporting APCH's IMPACT program and RISE High School partnership, Ready to Rise is investing in safety, support and opportunity so hundreds of the highest needs youth in L.A. can find their way and reach their potential. Young people are emerging stronger, healthier, and headed for good jobs and higher education, which makes the world a better place for us all.”

– Jonathan Zeichner, Executive Director

“Attending AGC for the past five years has truly been a dream come true! A conservatory where you are encouraged to be yourself while still mastering the aspects of acting, singing, dancing, media arts and so much more. If it wasn't for AGC and Ready to Rise giving me this opportunity I wouldn't have found my passion for the arts.”

– Glendale T.



## PROGRAM OVERVIEW

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Amazing Grace Conservatory (AGC) provides artistic training and development in performing arts—acting, dance, voice, spoken word, yoga, media and digital arts—for emerging artists (ages 11-18) from the communities of South Los Angeles. The program provides not only artistic, personal, and professional development but it is also a safe haven for youth to express themselves freely and become better members of their communities and the world. As the program expands to include technical training in the arts, with a focus on writing, editing, directing, and producing films, there is a need to have staff who support program development through strategic alignments with local schools, and government, corporate and business entities. Local school partnerships include but are not limited to Audubon Middle School, Barack Obama Prep, Crenshaw, Augustin Hawkins, Washington Prep High Schools.

[www.AmazingGraceConservatory.org](http://www.AmazingGraceConservatory.org)

“As a LA native and LAUSD alum, I'm excited to give back to the community that touched, moved and inspired me to create! The Ready to Rise grant will allow AGC to pay it forward, saving more lives through the arts, one child at a time!”

– Wendy Raquel Robinson, Executive Director & Co-founder



“The Club has made me a better person, with a better attitude towards life. My mentor gave me the confidence I need to reach my dream of attending college.”

– Angeline, 2020 Youth of the Year, Age 14



## PROGRAM OVERVIEW

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Antelope Valley Boys & Girls Club (BGCAV) aims to serve minority and low-income youth ages 11-18. BGCAV will serve youth from local middle school and high school districts. BGCAV will work closely through partnerships and memoranda of understanding with school districts to expand services to where BGCAV's target population can be found (on school campuses).

[www.AVBGC.org](http://www.AVBGC.org)



“For 30 years, the Antelope Valley Boys & Girls Club has given youth access to life changing programs, and instilled them with hope, opportunity, and a sense of belonging. Our team of dedicated youth professionals work hard to empower kids to graduate on time with a plan for the future, live healthy lifestyles, and lead with good character and citizenship.”

– Stacey Cantwel, Executive Director



“ AVPH has helped me realize there are more opportunities than I used to think in the AV for youth. The events and programs they have, have made me feel a sense of joy I've never felt it reminds me that life in the AV can be fun without drugs. ”

– Current Youth Program Participant



## PROGRAM OVERVIEW



Antelope Valley Partners for Health (AVPH) promotes health, safety and well-being in the region, and has targeted programs for children and youth, including those who are victims of crime. In particular, AVPH's Supporting Youth Victims program works with children and youth who have been victims of the opioid crisis. AVPH is establishing a comprehensive, community-driven and multidisciplinary approach to increase services.

[www.AVPH.org](http://www.AVPH.org)



“ It is AVPH's mission to ensure all those living in the Antelope Valley are able to achieve optimal health and quality of life, especially our youth. Our youth are our future. ”

– Michelle Fluke, Executive Director

“There are few places in the Valley that as a parent one can feel safe with in regards to entrusting the care of one's child. BGCSFV stands as a beacon for many families looking for a safe and trustworthy place for care and education of their child. It certainly was for mine.”

– Johannes L. & Lorena A. (Parents)



## PROGRAM OVERVIEW

The Boys and Girls Club San Fernando Valley (BGCSFV) seeks to continuously enhance and expand “Project Learn,” its flagship Academic and Career Exploration Program, including homework assistance and enrichment activities with an emphasis on improving literacy, academic performance, confidence levels, and leadership skills. BGCSFV serves youth who are, in order of percentage, Latino, African American, and Pacific Islanders, and from low-income families. Youth served are from the northeast San Fernando Valley, especially Pacoima and the surrounding areas.



[www.BGCSFV.org](http://www.BGCSFV.org)



“Ready to Rise has provided us with an opportunity to guide our youth into developing a mindset and course of action that goes beyond just surviving and just being hopeful; it becomes a road plan with a foundation infused with encouragement, support, insight and a plethora of resources, all designed to catapult our youth into a mode of how to thrive, what it looks like, feels like and will become.

Having hope is huge, but how you transition that belief in hope into a vision for optimal goal acquisition and a drive for success... this is what Ready to Rise is gifting our youth.”

- Nicole Chase, President & CEO

*“It gives us hope and makes me work harder when I see so many accomplished African American men investing in me and caring about my future. I feel I can't let them down. I will continue to work hard to make them proud.”*

*– Orlando S., BBF Program Participant*



## PROGRAM OVERVIEW



Bridge Builders seeks to empower youth with values, attitudes, and strategies necessary to thrive in school, at home, in the community, and in the workplace by exposing them to success roles, role models, and mentors. The target population is African American high school males from King-Drew Magnet High School of Medicine and Science and Lynwood High School.

[www.BridgeBuildersLA.org](http://www.BridgeBuildersLA.org)



*“We are excited to be a partner in the Ready to Rise Initiative. This partnership not only strengthens our organization, but more importantly, it is a significant investment into our community, and will be impactful to a very deserving, and often overlooked, cohort of young people.”*

**– James Breedlove, President**

**“** What I've learned in class is you have to set the benchmark for what you stand for. You have to make a declaration in life for what you're willing to do! This class is excellent! **”**

– Y. Deleon



## PROGRAM OVERVIEW

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The BUILD Program continues to refine and expand its Community Sentinels Program, as well as their Leadership Academy. More specifically, BUILD will widen the geographical scope of their target population. The geographic areas that will be serviced include Watts, Greater Los Angeles, and parts of Compton.

[www.BUILDPROGRAM.org](http://www.BUILDPROGRAM.org)



**“** If serving is below you then leadership is beyond you. Service is the rent we pay for the space we take up on this earth. We have to live for a cause bigger than ourselves and then stand on the legacy that we leave! This is why I do this work. **”**

– Dr. Aquil Basheer

“What’s most special to me about CYC is what the name says: California Youth Connection. The connections that I’ve made with the other youth have been amazing. They don’t make assumptions about me. They really support me and push me to go further. CYC encourages me to look outside of where I’ve been.”

– Rayshaun W., CYC Member



## PROGRAM OVERVIEW



California Youth Connection (CYC) trains California youth who have experienced foster care to work to improve foster care policy and practice. CYC provides opportunities for youth to engage in outreach, organizing, community education, and advocacy. CYC youth gain skills in public speaking, communications, and advocacy, as well as a sophisticated understanding of government and civic participation.

[www.CalYouthConn.org](http://www.CalYouthConn.org)



“CYC’s leadership of youth, staff, and the board bring together a powerful force for systems transformation for young people. Bringing love to the center of what our children need and deserve when the state intervenes is a calling. We combine political education with life experiences to form policy, practice, and legislative change that forms a community of peers who thrive.”

– Robin Allen, Interim Executive Director

“ CARECEN is a refuge where I find security, support and courage to continue with my future goals. I will always be grateful and feel blessed to be part of CARECEN. ”

– Georgina H., CSU Davis

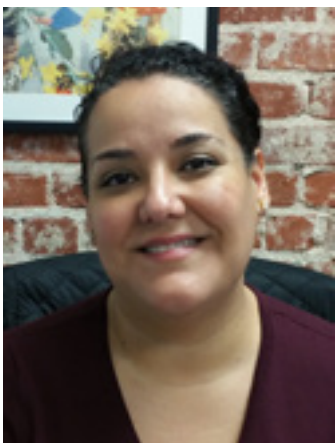


## PROGRAM OVERVIEW

Central American Resource Center's (CARECEN) Migrant Youth Integration project aims to successfully integrate recently arrived, migrant youth into the civic, social, and economic life of their new communities in the Pico-Union area of Los Angeles. To this extent, CARECEN will continue providing holistic services and collaboration through our legal, advocacy, organizing, and educational programs so migrant youth can receive the support they need. CARECEN's Migrant Youth Integration Project will provide dedicated and experienced coordinators and organizers who will be overseeing the project's implementation. CARECEN is poised to lead these efforts as our staff has developed considerable experience in understanding and addressing migrant youth's various needs.



[www.carecen-la.org](http://www.carecen-la.org)



“ We are thankful and eager to work alongside the Ready to Rise Initiative's administrators and grantees as we collectively provide community-based and community-driven youth development services for our capable and resilient youth. ”

– Martha Arevalo, Executive Director

“Through CCEJ, I realized that I’ve been impacted by the school-to-prison pipeline because I had to change schools for something I did that was stupid and I should have never done in my entire life. I know now I’m not the only one who has gone through these challenges. I learned there are multiple ways to resolve conflict. Everyone goes through things and you just have to be willing to care enough to understand them.”

– CCEJ Youth Participant



## PROGRAM OVERVIEW

The California Conference for Equality and Justice (CCEJ) works to transform individuals and communities, heal conflicts, and build real unity in Southern California. CCEJ's project, "Building Connections for Youth Development and Resiliency," keeps youth out of the criminal justice system by helping them develop their identities, socioemotional skills, and leadership abilities through engaging in dialogue across differences, building positive connections with peers, family and teachers, and using Restorative Justice practices to strengthen relationships and address conflict.



[www.cacej.org](http://www.cacej.org)



“At CCEJ, we believe that youth will succeed and thrive when they have a deep understanding of their own identities and needs and have strong, resilient relationships with their families, peers and communities. Our work is grounded in the belief that no one is disposable, and we emphasize care over punishment through our youth development and Restorative Justice programs.”

– Reena Hajat Carroll, Executive Director

“ I am Pedro, a 22 year-old Graphic Artist for LB Por Vida. I have learned new skills in graphic design and co-create with professional artists in the community. What I love most about the program is inspiring new youth to be creative through arts. Centro CHA has helped me to stay in college and I hope to one day become a cartoon illustrator. ”

– Pedro A., Art Major at California State University, Long Beach



## PROGRAM OVERVIEW



Centro Community Hispanic Association's (Centro CHA) mission is to increase the quality of programs and services that improve the social and economic development and well-being of low-income youth and families in Long Beach. Centro CHA envisions a thriving community where investments for low-income communities and environments are a priority, and where residents are connected, civically engaged, working and living in safe sustainable homes, schools and communities.

[www.centrocha.org](http://www.centrocha.org)



“ Centro CHA is honored to partner with the California Community Foundation's Ready 2 Rise initiative to pioneer our Long Beach Por Vida young entrepreneurs program, a youth-led social enterprise. We are empowering young men and women with socio-economic disadvantages through leadership and skills development in today's rapidly changing world to become healthy and thriving future leaders, innovative thinkers, and entrepreneurs. ”

– Jessica Quintana, Executive Director



“ I have been a part of the Coalition since I was 15 years old and incarcerated. While I was incarcerated, the program helped make my time both productive and entertaining. C/HOPE has provided me and my mother with unconditional support for 3 years and they even employed me through their internship program. This program has been truly wonderful. ”

– Youth Program Participant



## PROGRAM OVERVIEW

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Coalition for Engaged Education's C/HOPE Community Program serves youth who have exited the probation camp system. The program supports and guides youth upon their release so they can forge a long-term, stable and productive path. C/HOPE partners with culturally sensitive organizations in communities that represent their youth.

[www.c-youth.org](http://www.c-youth.org)



“ We envision a day when our youth are not defined by adjectives such as “at-risk,” “high-risk,” “underprivileged,” “homeless,” “poverty stricken,” and “throw away kids,” among others. At the Coalition we support youth to overcome systemic barriers as they achieve their goals. We meet youths where they are at, both physically and emotionally, tailoring our practice to each youth’s individual needs. ”

– Roberta Shinitani, Executive Director



“ I was trafficked at 13 by a classmate. My case manager helped with jobs, housing, making friends at activities and provided TAP cards. I met my best friend at the youth retreat. Youth activities allow survivors to participate and experience things we didn't know existed. CAST gave me the extra push I needed to be the woman I am today. ”  
– Former CAST Youth Client, Now Age 22



## PROGRAM OVERVIEW



Coalition to Abolish Slavery and Trafficking's (CAST) target population is youth aged 14-24 who are survivors of human trafficking living in Los Angeles County. CAST provides a comprehensive youth program composed of at least one external activity per month, including a youth retreat, alongside case management and legal services funded by other grants. CAST will double the annual number of Youth Program activities (from 6 to 12) and increase the number of participants at each activity in order to strengthen community and connection among participants, which in turn will lead to increased individual survivor outcomes, as part of CAST's continuum of care.

[www.CastLA.org](http://www.CastLA.org)



“ **CAST's Youth Program empowers survivors of human trafficking aged 14-24 to address their trauma and learn life skills. With this grant, CAST will enhance our youth activities program - a simple but effective way of rebuilding a life of freedom.** Thanks to CCF, Probation and Liberty Hill for your partnership and for helping us transform the lives of young people. ”

– Kay Buck, CEO

“CBE has opened doors for me that have allowed me to expand my knowledge and awareness of the environmental injustices that occur in my community and the communities around me. Not only that, but it has provided me with a second home and most importantly, a family I can count on forever.”

– Kimberly, Southeast High School



## PROGRAM OVERVIEW



Communities for a Better Environment (CBE) supports youth from Wilmington and the small municipalities of Southeast LA. One of CBE's initiatives is to provide youth and community leadership for Stand Against Neighborhood Drilling campaign work in Wilmington. The youth represent eight high schools, where 2,500 youth are reached each year through school-based outreach during Campus Club Week. Each high school club sustains from 25 up to 50 members year-round. Nearly 100% of CBE's youth members are people of color; approximately 70% are from immigrant families.

[www.cbecal.org](http://www.cbecal.org)



“Our identities are interconnected. We cannot separate our race from our gender from how we're being impacted ... we have to address it in that way.”

– Darryl Molina Sarmiento, Executive Director

“I come to Community Coalition to be with people who are my family, who uplift me, and bring me positive energy that I feel like I need in my life. I also come to develop the skills I need in order to change the school to prison pipeline.”

– Samone W., SCYEA Youth Leader



## PROGRAM OVERVIEW



Community Coalition's South Central Youth Empowered through Action (SCYEA) program works to address youth-of-color's disproportionate involvement with the criminal and juvenile justice systems. It also cultivates the leadership and self-efficacy of at-risk youth through services and trainings to address academic and wellness needs, prevent criminal justice contact, and prepare youth for long-term success and leadership.

[www.CoCoSouthLA.org](http://www.CoCoSouthLA.org)



“Radical change is needed for our youth to succeed, and radical change is what Ready to Rise is bringing, as we collectively re-engineer youth programs from incarceration and punishment to prevention, treatment, and leadership development.”

– Alberto Retana, President/CEO

“CDTech will give me the opportunity to enhance both my people and my leadership skills. For example, going door-to-door enhances both skills I want to build on because I am conversing with people of my community and educating them on how they may build their desired expertise and get a successful job or even career. Leadership skills are important to me because when I go off to college, I want to be my own person and encourage others who may not be as confident to let their voices be heard.”

– Current Youth Participant



## PROGRAM OVERVIEW



The Community Development Technologies Center (CDTech) is a race equity and economic justice organization confronting issues of concentrated poverty produced by historic racial inequality. CDTech’s “Y-LEAD: Success Pathways for South-Central LA Youth” increases leadership capacity, educational attainment and career development among vulnerable youth.

[www.CDtech.org](http://www.CDtech.org)



“CDTech is determined to catalyze the next generation of Black and Brown youth leaders of South Central Los Angeles by providing them career development training, academic support and allowing youth to be civically engaged to change the negative conditions affecting their communities. Youth Leaders Empowered Active & Diverse are youth leaders collectively taking action to benefit their neighborhoods.”

– Benjamin Torres, President/CEO

“What I like about EmpowHer is just being able to talk to our mentor about things we wouldn't otherwise talk about. That is really cool because it is not just us sharing, it's our mentor too. That helped create a safe space for sharing.” — Amanda



## PROGRAM OVERVIEW



EmpowHer Institute's mission is to empower girls from marginalized communities through education, training, and mentorship to become confident, and college and career ready. In addition to preventing dropout, EmpowHer Girls Academy Program aims to give teen girls the tools they need to cope with challenges, overcome trauma, stay engaged in school, and reach their fullest potential.

[www.empowher.org](http://www.empowher.org)



“Social Justice is the outcome we want for the teen girls in the EmpowHer programs. They learn a sense of agency and sisterhood in the community we create while building a vision for their future.”

— Betty LaMarr—President/CEO

“ There's always something going on at the Youth of Promise program. Since I've started, I've really applied myself. I'm more focused; I have a place that's meant to do work ... The staff are really friendly, and the group of friends we have here is like a family. I can bring my problems here and they can help me with them ”

– Flintridge Center Participant

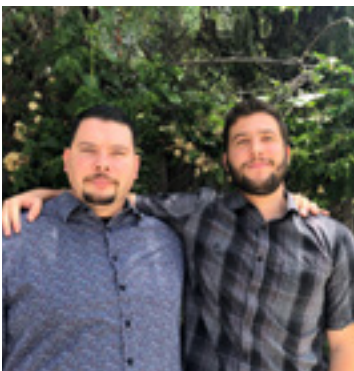


## PROGRAM OVERVIEW



Flintridge Center's mission is to break the cycle of poverty and violence through community planning, innovation, and action. Flintridge's Youth of Promise (YOP) program works toward this vision by providing wraparound youth development services with an emphasis on addressing trauma and its impacts. YOP youth receive case management, mentoring, academic support, life skills sessions, community service learning, and family engagement opportunities.

[www.flintridge.org](http://www.flintridge.org)



“ At Flintridge Center we understand that breaking the cycle of poverty, violence and incarceration requires disruption at multiple points along the cycle. The Youth of Promise program provides critical prevention and diversion services that allow youth to explore their strengths and uplift their community through advocacy. Our goal is to never see our community's youth access our adult reintegration services. ”

– Daniel Torres, Co-Executive Director

“I learn things that I didn't learn in school at the Girls Club. Together with students in high and middle school, I learned we have a lot in common. I enjoyed hearing from guest speakers, a DACA student inspired us to never give up on our dreams. He shared his immigration status, losing his house and job when his visa expired, but he never gave up on his dreams.” – Youth Participant



## PROGRAM OVERVIEW



Girls Club of Los Angeles' (GCLA) mission is to enrich the lives of low-income children, youth and families through early education, youth development and community outreach in South Los Angeles. GCLA's Project LEAYD (Leaders in Enrichment of Adolescent and Youth Development) strengthens and promotes positive, healthy lifestyles and encourages responsible decision-making among youth. The goal is to move youth from survival mode to becoming advocates who will seek out support services for themselves, their families, and others.

[www.GirlsClubLA.org](http://www.GirlsClubLA.org)



“Young people's success is our passion. We provide real life learning experiences that instills in youth a sense of confidence, connection, compassion, and character. Under careful stewardship, youth reach their full potential, becoming healthy, contributing adults. I am elated that Girls Club of Los Angeles is part of the Ready to Rise Initiative.”

– Gloria Davis, Executive Director



“ I have been through so much in life but since the mentors, I've learned how to open up and so much about myself, like what I want to accomplish in my life. It was such an amazing experience. ”

– Andrea B.



## PROGRAM OVERVIEW



Good City Mentors partners inspiring local businesses with local high schools and creates a mentorship community where everyone is invested in the success of the others. A diverse team of mentors meets with students for one hour per week during the school day. The year-long program consists of three core, 10-week sessions focusing on personal leadership development, college and career readiness, and service to the community. The typical participant would be characterized as having risk factors such as routine absences and tardiness; behavioral issues; disengagement from academic activities; poor course grades; limited or no participation in external enrichment activities; family issues; involvement or vulnerable to the criminal justice system; foster youth; and all the side effects of living in an impoverished, underserved community. Consistent interaction with a supportive, caring community of mentors provides youth with social connection and a sense of belonging while addressing their specific barriers to success.

[www.GoodCityMentors.org](http://www.GoodCityMentors.org)



“ There are so many amazing programs we can implement at our schools to try to set students up for young adulthood success. But ultimately, programs don't change people. People change people. I urge us to be a community who will show up for our youth, take time to listen, and help them discover their passions. ”

– Brian Larrabee, Executive Director

“ My grades have improved a lot and my self-esteem is also higher since I came to HOLA. The staff motivates me to try new things and help me get out of my comfort zone. They look for opportunities that will benefit me. ”

– Isabel, HOLA Class of 2021



## PROGRAM OVERVIEW



Heart of Los Angeles (HOLA) supports a middle school-to-college access pipeline that provides vulnerable youth with exceptional and individualized academic support, rigorous college access resources, near-peer and adult mentorship, transitions programming, socio-emotional supports, leadership development, and most importantly, a safe and supportive environment that offers an alternative to gang involvement and crime. These students live in Los Angeles' Rampart District and MacArthur Park/Westlake area and are attending more than 50 local schools, many of which lack the resources to provide individualized and holistic support systems for those students with the greatest need.

[www.heartofla.org](http://www.heartofla.org)



“ For families who otherwise lack access to high-quality resources, HOLA's Bridges and College Success programs are giving kids what they need to envision themselves in higher education and pursue those dreams. Our partnership with Ready to Rise is giving these kids a chance to be successful. This grant means everything to all of us at the Heart of Los Angeles. ”

– Tony Brown, Executive Director

“ Homies Unidos has helped me learn how to build healthy relationships with others, starting with myself. Before coming to Homies Unidos, I felt that others spoke up but I never had the courage to before. I had no ambition for education or socializing with my peers, and now I am outgoing and meeting others through. Homies Unidos has also shown me how to be a better leader in my community.”

– Alexa (on the right) with her Program Director



## PROGRAM OVERVIEW

To address the multiple needs that vulnerable unaccompanied minors face, Homies Unidos implemented the Central American Migrant Children Integration project servicing youths in the Pico-Union, Westlake, Echo Park, MacArthur Park, and Koreatown neighborhoods of Los Angeles, with support from local and national government channels to respond to the crisis. These youth are facing an increasingly hostile environment of disenfranchisement, a culture clash leading to trauma not unlike PTSD and triggered by the impact of displacement, fractured family ties, language barriers, and the lack of tools, resources, and education to address these issues of disorientation. Families, shelter staff, and school staff are not equipped to effectively reach these children with culturally relevant approaches for integrating them into our communities. Through the Central American Migrant Children Integration project, Homies Unidos plans to expand existing programs to address specific needs by adding more professional facilitators specializing in migrant justice and indigenous culture.

[www.HomiesUnidos.org](http://www.HomiesUnidos.org)



“ I reflect on the many opportunities I have taken advantage of to grow and give back to my community - the community that inspired me to believe in my greater purpose. Our youth deserve to feel empowered to dream beyond borders and cages, and to have positive role models see their potential to not only survive, but thrive.”

– Alex Sanchez, Executive Director

“ InnerCity Struggle has made me knowledgeable about what's going on in my community and has also helped me break out of my shell. They have helped me get more involved in my community and meet other boys and young men of color like me. We talk about issues impacting our community and work together to find solutions and get more students involved. ”

– Angel M.



## PROGRAM OVERVIEW



InnerCity Struggle promotes healthy, safe, and nonviolent communities on the Eastside of Los Angeles by engaging youth, families, and residents in college attainability, career pathways, and economic opportunity within the public schools and neighborhoods where they live. One objective is to directly support youth to attend college and complete a bachelor's degree prepared for a middle-income career and/or institutional leadership roles.

[www.InnerCityStruggle.org](http://www.InnerCityStruggle.org)



“ The partnership with Ready to Rise has been instrumental to uplifting youth voice and youth power in the Eastside of Los Angeles. Youth are engaged in action-based research while gaining new academic skills. They are organizing for equitable school funding, civic engagement, and restorative justice programs. They lift each other up and their communities. We are excited to support them! ”

– Maria Brenes, Executive Director

“ This is a historical moment where young people are rising up and stepping into our power to create social change. We are advocating for more resources that support the mental, physical, social, and emotional health and well-being for all youth in Long Beach. We want to change the narrative on how our city sees young people so they can invest in us. ”

– Emily, Youth Leader



### PROGRAM OVERVIEW



Khmer Girls in Action (KGA) will further develop the leadership of Southeast Asian youth from refugee families to create transformative change through public investment for young people. KGA develops a leadership pathway for youth of color in Central Long Beach—from Long Beach Polytechnic High School, Wilson High School, and other area high schools—and activating young people across the city.

[www.kgalb.org](http://www.kgalb.org)



“ We are so grateful for this opportunity to strengthen our healing-centered youth development support for youth to be the catalyst of change in our community. ”

– Lian Cheun, Executive Director

“ KYCC kept me out from being out on the streets, getting involved with the wrong kind of people. Being here, I get a chance to get a little bit more educated and a chance to get out and meet new people. ”

– Shawn, 14 years old



## PROGRAM OVERVIEW

Koreatown Youth and Community Center's (KYCC) Resiliency, Integrity, Self-Assurance, and Empowered (RISE) Youth Program will serve residents in and near the Menlo Family Apartments, bordering Koreatown and Pico-Union, Los Angeles. KYCC is the primary service provider for the 60-unit low-income housing complex that houses families coming out of homelessness and have open Department of Mental Health cases; over 60% are single parent homes. The target population is Latino, African American, and Asian, and the children are from high-poverty and Title 1 schools, dealing with significant achievement gaps. RISE Youth Program services youth and families with academic diagnostics and one-on-one tutoring, Social Emotional Learning training, parent education, youth-led community organizing activities, and multi-dimensional extracurricular activities, such as arts and sports.

[www.kyccla.org](http://www.kyccla.org)

“ The touchstone of KYCC is youth services. We have spent 45 years building our services around positively impacting the future of our most vulnerable youth. With the support of California Community Foundation and Liberty Hill Foundation, we can make a real impact on serving youth and families who need us the most. We are committed to this endeavor and will do whatever we can to do just that. ”

– John Ho Song, Executive Director

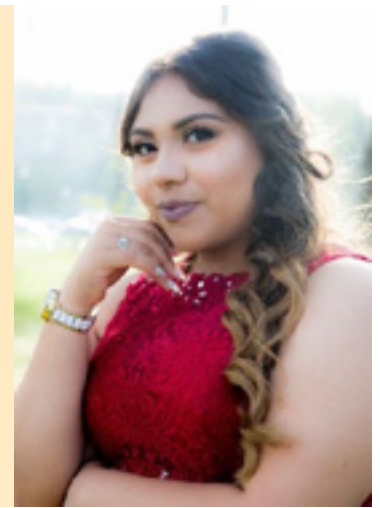


**KOREATOWN YOUTH+  
COMMUNITY CENTER**



“ Legacy LA has given me many opportunities to grow into the leader that I am today. ”

– Cecilia G.



## PROGRAM OVERVIEW

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Legacy LA Youth Development Corporation's (Legacy LA) mission is to make positive interventions in the lives of young people by offering alternatives to gangs and violence. Youth are connected to a case manager and a menu of positive youth development services. Legacy LA's Student Success academic program provides leadership training, youth organizing, mindfulness/mental health, mentoring, college access and persistence, work readiness, life skills and linkages to vocational training and employment.

[www.LegacyLA.org](http://www.LegacyLA.org)



“ At Legacy LA we believe that personal and community transformation go hand in hand. We believe that community transformation will only occur if we focus on helping youth reach their full potential. Our work is to inspire youth to Dream Big and believe in their capacity to achieve their dreams. ”

– Lou Calanche, Founder & Executive Director

“BLAST is a class I've benefitted from both personally and educationally. Although, unfortunately I don't have this class all day, I've learned a lot about how to handle confrontations and any general relationship. The BLAST staff explained how to introduce yourself and dress for a job interview and how to create resumes. I genuinely believe BLAST helps me and will help other people in the future.”

– Johnny



## PROGRAM OVERVIEW

Long Beach BLAST's (Better Learning for All Students Today) mission is to improve academic and personal success for youth through collaboration and innovative approaches to mentoring and learning. BLAST focuses on youth who are the most "at-risk" of dropping out of school due to facing homelessness, pressure from gangs, lack of parental involvement, and violence. BLAST provides youth with access to credit recovery classes, life-skills curriculum, educational field trips, workforce development training, leadership development, college preparedness workshops and college/career guest speakers.



[www.lbblast.org](http://www.lbblast.org)



“Long Beach BLAST has provided quality mentoring support services for youth at risk within Long Beach for over 20 years. The Ready to Rise Initiative allows Long Beach BLAST to formalize and create one of the most innovative programs for all continuation students within Long Beach.”

– Richard L. Rosenberg, Ph.D., Interim Executive Director



“ The shop just helps me get away from stuff and I've met so many great people there. I met my best-friend Eli there and so many more people. Aaron jokes a lot but also teaches us a lot, not just about welding or cars, he teaches us so much more about life. It's a fun, welcoming, caring place to be. ”

– Jazlin B., Age 13



## PROGRAM OVERVIEW



Lost Angels Children's Project's (LACP) mission is to provide low-income and at-risk youth with a safe, educational after-school program that promotes critical thinking and team building through vocational skills training in classic car restoration and art. LACP provides hands-on learning through a unique educational experience that prevents joblessness and homelessness, and promotes self-confidence, self-sufficiency, and self-worth for youth. Problem solving and team building are essential components in the workshops, as well as learning a code of conduct that teaches each student the principles of accountability, manners, respect, and gratitude.

[www.lostangelscp.org](http://www.lostangelscp.org)



“ Our whole goal is to offer somewhere positive and safe where they can come and learn and be a part of something different. Kids come in not knowing anything about cars. We start from zero, how to read a tape measure, nuts and bolts, just basic safety and tools, then we simply take those skills to an actual classic car. ”

– Aaron Valencia, Founder/CEO

“When I joined the youth group at MVFC, I opened up for the first time and I felt the support of everyone around me... Mar Vista helped provide me with strong role models, and now I can be one, too.”

– Andrew, Age 18



## PROGRAM OVERVIEW

The By Youth For Youth (BYFY) program at Mar Vista Family Center (MVFC) offers academic enrichment and leadership development activities that instill the values of education, leadership, personal growth, and community. Participants meet weekly for academic assistance, leadership training, and college preparation activities. In keeping with the MVFC philosophy of shared responsibility, many of these activities are youth-led or youth-driven. The BYFY program also offers youth-run activities, which serves children and youth ages 5-24 and includes after-school academic tutoring, music, preteen groups, creative arts, a STEM program, social entrepreneurship, and a summer day camp. Most of the youth MVFC serves come from low-income, Latino families from communities such as Culver City, Inglewood, Mar Vista, and Del Rey. MVFC plans to expand the program through community outreach.

[www.marvistafc.org](http://www.marvistafc.org)

“To provide a good future for our children and youth we needed to work together as a community and learn to invest and engage ourselves in every stage of their lives.”

– Lucia Diaz, Chief Executive Officer



“ The work being done by Meztli Projects to build programming that aims to cater and build connections and networks for targeted youth is necessary. After witnessing how the justice system is commonly used as the only solution (while still creating more harm), I recognize the need for access to empowering practices in underserved communities such as mine. ”

– Gabriella C., Youth Apprentice



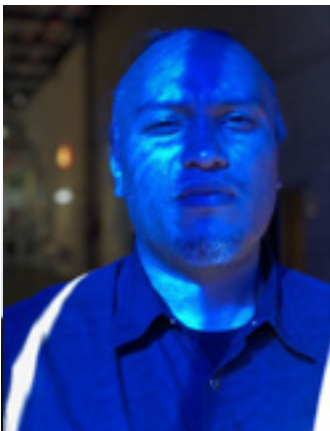
## PROGRAM OVERVIEW



Meztli Projects' ELA Youth Healing Arts & Culture Initiative (YHACI) is a unique project between youth, artists, and cultural workers from East Los Angeles who have been impacted by street violence and incarceration, developed to specifically center impacted youth by building a framework for participation, decision-making, apprenticeship, and entrepreneurship. The suite of programs—which include the Youth Art & Activism Summer Workshop Series, the Tatewari\* Program, Healing Conversations through collaborative art-making, and Apprenticeship & Youth Advisory Committee—are designed to create a pathway for youth in various career tracks, such as art, arts education, community organizing, and culturally based approaches to racial and economic justice efforts. These programs are for youth impacted by incarceration, school suspension and expulsion, migration, and gender constructs, and who are attending schools or receiving services located in greater East Los Angeles.

\*Tatewari is a Huichol word for the ceremonial process of preparing the fields for planting new crops.

[www.meztliprojects.org](http://www.meztliprojects.org)



“ Funding opportunities to support Indigenous/Native identified youth through Indigenous-based and culturally relevant strategies are extremely rare. Ready 2 Rise provides critical funding to use Indigenous and Arts-based Practices for a holistic approach to Youth Development. Meztli Projects' programs will assist youth by hiring and training them—Artist, Educator, Entrepreneur—as well as providing year-round arts programming in East LA. ”

– Joel Garcia, Director

“ It gave me new direction. Without it, I'd still be stuck at home, looking for a job, with no future. ”

– NDY Youth Participant



## PROGRAM OVERVIEW

New Directions for Youth (NDY) programs, currently serve 3,000 youth ages 10-24, and their family members. Most of the youth served: 1) have an increased risk of homelessness and/or gang membership; 2) are reintegrating into the community from institutions and detention centers; 3) have been involved with the juvenile justice system, foster care system, the Los Angeles Police Department and/or the County Probation Department; 4) have complex health and/or behavioral health conditions; and/or 5) are high utilizers of public services. NDY's programs and services range from traditional service provision to innovative, experimental, pilot programs. Services will be provided in San Fernando Valley to include Pacoima, Sun Valley, North Hills, Reseda, North Hollywood, and other contiguous cities. NDY programs provide youth employment hours, computer and GED training classes, counseling services, parent education, delinquency prevention, and re-entry services.



New Directions for Youth

[www.ndfy.org](http://www.ndfy.org)

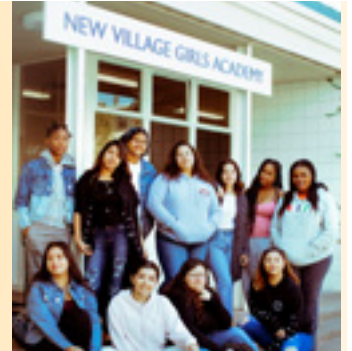


“ The old direction was that young people didn't have many choices; for many, it was a life of crime or poverty. “We're the third choice – the new direction. We save the lives of our children. ”

– Monica Austin-Jackson, Executive Director

“ I feel like this school is preparing me for college. Since I'm going into mechanical engineering, my internship is helping me learn how to use tools and prepare for unexpected situations. I wouldn't have these experiences in a regular high school. I would need to find someone that could help me. Here, it's part of how we do things. ”

– Current Youth Participant



## PROGRAM OVERVIEW



New Village Girls Academy's rigorous work certification program prepares students for career readiness and is a mandatory first step to securing an internship. Interest-based internships take place two afternoons per week, guided by a successful adult mentor, and are often paid positions. To support student well-being and academic success, New Village's Wellness program includes women's health education, school-wide Wellness Days, experiential learning in the natural world, twice-daily meditation, and the services of our full-time school social worker. The target population is high-risk young women, ages 14 to 21, from across Los Angeles County, who have dropped out or are failing in the traditional school system. Most are dealing with the effects of trauma, sexual and physical abuse, poverty, and extremely difficult personal circumstances, including early pregnancy/parenting and involvement in the foster care or probation systems. Nearly all are young women of color from underserved neighborhoods; the majority resides in the Westlake neighborhood of downtown Los Angeles. New Village will expand its targeted outreach and provide rigorous employment training, authentic learning through mentored internships, and social-emotional support services.

[www.newvillagegirlsacademy.org](http://www.newvillagegirlsacademy.org)



“ We are a school that addresses more than just the academic aspects of girl's lives; our goal is to serve the needs of the whole child. We currently serve students who are pregnant or parenting, youth in the foster care or probation system, and students who need a small school environment to thrive. From offering mental health services to internship opportunities and college scholarships, we are a model school designed to ensure student success. The girls that walk through our doors have generally faced numerous challenges in traditional school settings but through our dedication to their wellness and progress, we are able to graduate champions of change and possibility. ”

– Jennifer Quinones, Principal

“ Young persons' experiences are not validated. What they say should be listened to as well. They should respect what we say at the end of the day. We are in this together! ”

– PACTL Program Staffer



## PROGRAM OVERVIEW

Pasadena Altadena Coalition of Transformative Leaders' (the Coalition) programs develop culturally and linguistically relevant approaches to workshops, trainings, and community connectivity gatherings; expand a collaborative network within the Pasadena/Altadena community. Our Know Your Rights: Know Your Responsibilities outreach assist with creating opportunities to meaningfully and authentically engage and strengthen parents/caregivers and the entire family system to ensure sustainable positive change. This program will serve economically disadvantaged, at-risk African American, Latino, and other youth and their parents from Pasadena, Altadena, and the greater San Gabriel Valley.



[www.pactl.org](http://www.pactl.org)



“ Youth have the honesty to recognize the challenges they face, and the courage to work and be part of the solutions. In addition, we recognize that the success of this program requires the engagement not only of youth, but their families as well. ”

– Yoland Trevino, Board President & Executive Director

“POPS saved my life; POPS is my home. If it weren't for POPS the Club and the staff and volunteers, I wouldn't have gone to college; I wouldn't be in university now. I wouldn't be on the right path. And POPS is saving others' lives, too.”

– Katherine S., POPS Participant



## PROGRAM OVERVIEW



The POPS (Pain of the Prison System) the Club program is designed to inspire, nourish, and empower youth who are impacted by incarceration to become more competent, confident, self-aware, and connected to others and their communities. Writing, reading, mindfulness, art, and leadership development are at the core of the POPS program, reducing feelings of stigma and shame, improving school performance, reconnecting with family, rejecting criminal behavior, and increasing overall optimism.

[www.popsclubs.org](http://www.popsclubs.org)



“I've seen the way in which finding and connecting with a supportive, nurturing community—especially inside their schools—profoundly shifts the sense of self for POPS young people. No matter the school, the composition of the club or the leadership team, POPS opens kids' hearts and minds to possibilities and opportunities so many never had even imagined.”

– Amy Friedman, Co-founder and Executive Director

“ PRC believes people who know they are loved, are taught to believe in themselves and are given the opportunity to excel can live amazing lives. Love, confidence, resource, and opportunity changes the narrative of a person, their family and their community. ”

– PRC Program Staffer



## PROGRAM OVERVIEW



Positive Results Corporation (PRC) covers SPA 6 and the 2nd District (South L.A., Watts, Compton, Gardena, etc.), targeting Black, Latina(o)(x), Mixed-Race youth and transition-aged youth (TAY) ages 10-25, who are or may be at-risk, underserved, homeless, economically challenged, unemployed, LGBTQ+, returning to the community, or previously incarcerated. PRC identifies Youth Leaders, ages 15-24, who will receive stipends and be trained to be peer advocates and then train the younger youth. PRC also provides healthy food, safe transportation, and workshop spaces for participants' weekly workshops and leadership sessions. Youth Leaders conduct and facilitate many of the workshops and conduct outreach in their community.

[www.prc123.org](http://www.prc123.org)



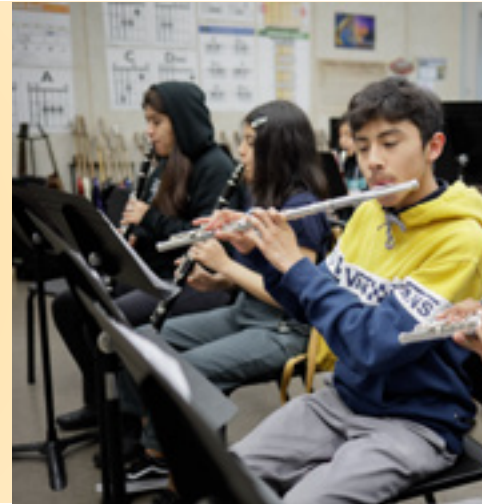
“ No matter what kind of violence or abuse you are living in, no matter what has happened to you, you deserve the best and we want to show you the best. We want to show you that there is so much potential in you and help you to see the love that's inside of you by us giving you that love. ”

– Kandee Lewis, Executive Director



“ *Proyecto Pastoral is playing a key role in creating an educational pipeline of supports in Boyle Heights. Proyecto's IMPACTO youth program works with students holistically to build their skills and leadership and reaches some of the most vulnerable students to ensure every student succeeds.* ”

– Anthony, IMPACTO ACM Participant



## PROGRAM OVERVIEW

Proyecto Pastoral's IMPACTO youth development program serves low-income, Latino youth, 100% of whom come from working families living at or below the federal poverty income level, and 98% of whom are eligible for free or reduced-price lunch. IMPACTO serves 800 youth annually, TK-8th grade in the Boyle Heights neighborhood of Los Angeles. IMPACTO plans to serve youth from Hollenbeck Middle School, Roosevelt High School and Mendez High School with Academic Case Management services; youth ages 11-14 at Dolores Mission School and at the Aliso-Pico Recreation Center with after-school and summer programming; youth at Mendez High School with after-school programming; and youth ages 11-18 at the Aliso-Pico Recreation Center with sports and recreation. Proyecto aims to increase the number of youth served through Mendez' after-school programming and the sports and recreation programming.



[www.proyectopastoral.org](http://www.proyectopastoral.org)



“ *Proyecto Pastoral is playing a key role in creating an educational pipeline of supports in Boyle Heights. Proyecto's IMPACTO youth program works with students holistically to build their skills and leadership, and reaches some of the most vulnerable students to ensure every student succeeds.* ”

– Cynthia Sanchez, Executive Director

“ Building a stronger community where the youth can feel safe is possible through effective community programs and development projects. ”

– R.A.C.E. Program Staffer



## PROGRAM OVERVIEW



Reclaiming America's Communities through Empowerment (R.A.C.E.) seeks to reduce gang-related violence in West Athens and Westmont neighborhoods. R.A.C.E.'s target populations are individuals and families that are involved, or at-risk for involvement, in gang activity and community violence. R.A.C.E.'s population demographics are Black/African American and Latino youth, and individuals and families ages 14 and up. R.A.C.E. provides a Workforce Readiness and Life Skills Program and its major activities, including increased services, as well as improved impact measurement.

[www.race4communities.org](http://www.race4communities.org)



“ There are 300,000 at-risk youth in Downtown LA – most have witnessed or been victims of violence. Here at R.A.C.E., we develop youth programs that help protect them from being associated with delinquent peers. We reach out to the homeless and get them off the street so they can experience a nurturing home away from home. ”

– Reynaldo Reaser, Executive Director

“ My experience within the mentor program has been very accommodating to my needs. The Mentorship Coordinator does a wonderful job assessing my needs and actively engaging in my life to make sure that I have support and assistance with accomplishing my goals. What I enjoy most about this program is the emotional support and comfort I get during this transitional phase in my life. ”

– Youth Participant



## PROGRAM OVERVIEW



Safe Place for Youth (SPY) serves youth who are combating homelessness or housing insecurity. SPY's The Mentorship Project is a low-barrier, trauma-informed, mentorship and diversion program where community members mentor youth in order to allow each youth to build a positive, healthy relationship with an adult in their life. The program helps high-risk youth build confidence, increase access to education and employment, improve social-emotional well-being, and refine skills of independent living in order to prevent recidivism.

[www.SafePlaceForYouth.org](http://www.SafePlaceForYouth.org)

“ The young people we serve at SPY are among the most marginalized, underserved, and at-risk youth in our community. Fleeing abusive home environments or aging out of the foster care system, many of our youth have never had an adult mentor of any kind. Having a reliable, dedicated person to talk to can go a long way and we are happy to make those connections possible through this program. ”

– Alison Hurst, Executive Director



“Sanctuary of Hope helps to bring young people in culturally underserved communities such as myself resources, education and mentorship when we need it most. I met Janet Kelly of SOH at the start of college where she offered me a financial solution to support my educational journey. I am extremely grateful to Janet Kelly and all of the staff members of Sanctuary of Hope because if it weren't for them providing the resources that I needed, I wouldn't be standing anywhere close to where I am standing today.”

– Youth



## PROGRAM OVERVIEW

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Sanctuary of Hope (SOH) serves youth in the southwest area of South Los Angeles, which includes Dorsey and Crenshaw High School, and the northern South Bay region, which includes Inglewood, Hawthorne, Gardena, Carson, and Glendale. SOH seeks to fulfill the unmet needs for vulnerable youth under the age of 18 seeking: a life coach for crisis or general counseling support; basic need supports; an education coach to provide college preparation, access, and counseling services; and character and leadership development activities that include art therapy, digital literacy, field trips, relaxation, and coping mindfulness.



[www.thesoh.org](http://www.thesoh.org)



“A promising future is more than thriving. It's living in the moment every second and minute of the day. The work we do every day at Sanctuary of Hope is aimed at helping youth realize their potential and to address life circumstances head on with an optimistic futuristic outlook.”

– Janet Denise Kelly, MBA, Founder & Executive Director

“ I'm glad that I gained a friendship and mentor from Sharefest. The college prep classes made me realize that college wasn't a crazy idea and I could do it so I motivated myself to get there. ”

– Thomas



## PROGRAM OVERVIEW



Sharefest provides a Youth Leadership Academy for students in LAUSD Continuation High Schools. Sharefest continues to build out programs at four schools – Avalon (Wilmington), Angel's Gate (San Pedro), Patton (Harbor City), and Simon Rodia (South Gate) – and add a fifth school (either John Hope in South LA or Moneta in Gardena). Sharefest will hire additional instructors and program managers to expand and integrate school-based programming with activities at a new Youth Center and an annual Workday.

[www.sharefestinc.org](http://www.sharefestinc.org)



“ After years of working within the South Bay communities I have been continually inspired by the tenacity and determination of local youth to rise above their circumstances. Sharefest comes alongside those youth to empower them with life skills, educational opportunities, mentorship, and leadership training. I truly believe they are becoming leaders of collaborative change within their communities ”

- Chad Mayer, Executive Director

“ The Ready to Rise Program has helped me to grow. Before the program, I was not doing good in school. Now that I have my Ready to Rise Case Manager, I am getting the help that I need to do better in school, I want to enroll into college after graduation, and my family is receiving support services. ”

– SCC Program Participant



## PROGRAM OVERVIEW

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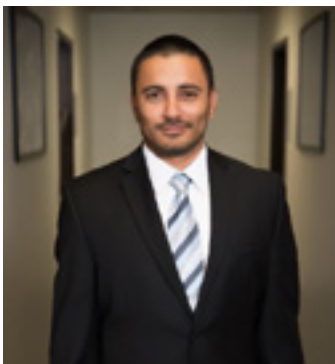
Southern California Crossroads provides violence prevention and youth development programming to youth who have three or more risk factors for criminal involvement and/or have experienced two or more adverse childhood experiences shown to result in trauma and compromise healthy function. Crossroads' school-based Mentoring Program targets students at risk for criminal activity and provides counseling, mentoring, conflict resolution, and referral services.



[www.socalcrossroads.org](http://www.socalcrossroads.org)

“ R2R has been a tremendous addition to our existing school-based mentoring and violence prevention services for middle and high school students in Lynwood and Compton. Our Student Mentors do a tremendous job with youth participants during school. However, the addition of social workers has allowed us to address the social issues that families face at home and in the community. ”

– Paul Carrillo, Co-founder and Executive Director



“ [My mentor has] helped me understand certain things in life, made me have an open mind, and helps me figure things out when I feel completely lost. She gave me another perspective, and allowed me to look up to somebody. ”

– Youth Participant



## PROGRAM OVERVIEW

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The Youth Mentoring Project at Stars is designed to target the complex barriers that face low-income youth in the greater Pasadena area. Stars provides a network of relationships for students in middle school, high school and college that provide academic support, leadership opportunities, and mentoring relationships that help students stay in school and prepare for and succeed in college. Stars serves students in the Pasadena Unified School District footprint and the broader San Gabriel Valley. Stars seeks to expand staff hours, hire an additional mentor coach, expand our college scholarship support, and increase the number of students in the program.

[www.gostars.org](http://www.gostars.org)



“ Stars is grateful to be chosen as a Ready to Rise grantee, and appreciative of the opportunity to strengthen our Youth Mentoring Project. Stars' goal is to provide a network of caring relationships for low income middle school, high school and college students, supporting students through after-school programming, mentoring, youth leadership opportunities, and preparation and support to succeed in college and graduate with a bachelor's degree. ”

– Nancy Stiles, Executive Director

“TXT has given me the opportunity to learn under various tech professionals and gain the foundations that will help me build toward my passion. TXT has helped me do a lot of searching to understand what I value professionally and personally so I can pursue the best education possible.”

– Bryan, Youth Participant



## PROGRAM OVERVIEW

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Teens Exploring Technology's high-quality and high-impact programs are designed to develop a culture of innovation, collaboration, confidence, and strong academics. Youth learn to identify problems and develop technology solutions to address those problems in low-income communities. Alumni of the program have gone to work for companies like Microsoft, Snap Inc, GOOP, and Live Nation.

[www.ExploringTech.org](http://www.ExploringTech.org)



“R2R has helped us grow our staff and helped us inspire more youth in South Central Los Angeles. We are developing more leaders, entrepreneurs, and tech innovators in low-income communities.”

– Oscar Menjivar, Executive Director & Co-founder



“TLC has taught me so much and has gotten me started on my career as a mechanic. I'm now a mechanic at Grand Mobil Service Station in Diamond Bar. I love this and I want to do this for the rest of my life.”

– Victor Olivares, AXC Graduate



## PROGRAM OVERVIEW



The Learning Centers at Fairplex (TLC) has partnered closely with the Pomona Unified School District (PUSD). In the last ten years, as the PUSD graduation rate has risen from 72% to 91%, TLC has been proud to support 3,500 students who have completed TLC Career and Technical Education Center (CTEC) courses, of which 40% are PUSD students. Through alumni outcome tracking, TLC observes that, aside from the career-based education that students receive, the training they receive in essential and transferable skills that promote Career Readiness—such as resume creation, interview skills, and financial literacy—has positively impacted their employment opportunities. While PUSD is the largest partner district for CTEC and TLC, students from school districts across the San Gabriel Valley and Inland Empire, from Covina to Ontario, participate in CTEC programming and earn high school credit. The Learning Centers will fully build out two-year career pathways in CTEC programs in art, welding, culinary arts, urban agriculture, and green utilities.

[www.fairplex.com/tlcfairplex/home](http://www.fairplex.com/tlcfairplex/home)

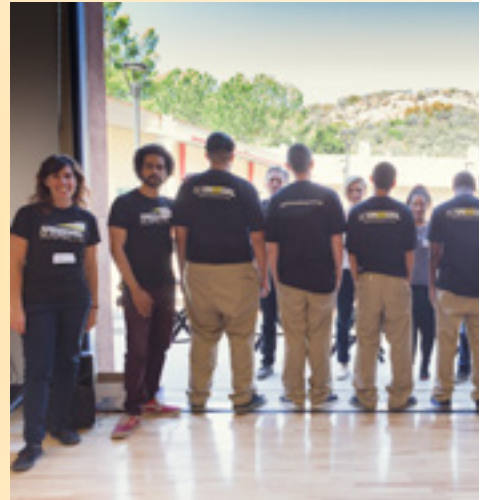


“As educators and social leaders, we have a responsibility to proactively tackle a rapidly changing economic and educational climate. In response, TLC is committed to instilling essential skills and technical capabilities that will serve students well in the workforce. CTEC is a unique model that provides youth positive outlets for their creativity and energy to help them build sustainable futures.”

– Holly Reynolds, Executive Director

“ I wanted to show people that I have some type of talent [so] I committed and cared. Art makes me feel like I have a future in myself. Somewhat makes me feel like I could accomplish things I doubted on. ”

- Ramon, Voices from Inside Program Participant



## PROGRAM OVERVIEW

The Unusual Suspects Theatre Company's (US) Voices from Inside Program (VIP) provides transformative theatre-arts education and mentorship to Los Angeles County adolescents, ages 13-19, who are currently or formerly incarcerated, as well as those in high-needs areas who are vulnerable to incarceration. In collaboration with the Arts for Incarcerated Youth Network, US conducts intensive VIP residencies at Title 1 schools, community centers, and juvenile day reporting centers located in our chronically underserved target neighborhoods of South LA/Watts and Pacoima/San Fernando, as well as in juvenile detention facilities — such as Central Juvenile Hall and Campus Kilpatrick — that serve incarcerated minors from throughout LA County. VIP seeks to expand to serve high-needs youth via 14 multiweek residencies, which includes the roll-out of a brand new alumni program.



[www.theunusalsuspects.org](http://www.theunusalsuspects.org)



“ We provide a positive, safe environment where incarcerated youth can learn to trust others, develop self-respect, and explore non-violent solutions to conflict. I've seen rivals in our program come together in harmony to collectively write and perform an original play – a monumental breakthrough that occurs all through the theatre stage. ”

- Melissa Denton, Executive Director

“ Young Warriors has shared with me the autonomy we have to choose the life we want to live and what impact we want to have within ourselves and with the people around us. ”

– Tochtli, Young Warriors Youth Participant



## PROGRAM OVERVIEW

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Tia Chucha's Centro Cultural's (TCCC) mission is to transform community through ancestral knowledge, the arts, literacy, and creative engagement. TCCC provides a positive space for people to activate their natural capacity to create, imagine, and express themselves in an effort to improve the quality of life for their community. Embracing the philosophy that every youth is a warrior of their own struggles, the Youth Warrior program helps develop youth leadership and communication skills through the power of the arts and proper mentoring.

[www.tiachucha.org](http://www.tiachucha.org)



“ Tia Chucha's youth empowerment program, Young Warriors, takes a unique approach to youth development to help young people develop their leadership and communication skills through the power of the arts and proper mentoring. We are excited for the opportunity to expand this work to new partnerships with the support of the Ready to Rise initiative. ”

- Michael Centeno, Executive Director

“ I've grown as a person and I have more knowledge about college. I know that when I need help, I can just call my counselor. You go from just being alone in the world to having full support from someone. ”

– United Friends Youth



## PROGRAM OVERVIEW

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UNITED FRIENDS of the CHILDREN

United Friends of the Children's Scholars Program serves current and former foster youth throughout all eight SPAs in the county with over 93% being youth of color. While program recruitment occurs throughout each SPA, the program is entering its second year of expansion into the Antelope Valley region. United Friends of the Children seeks to increase its overall program capacity to serve more youth.

[www.unitedfriends.org](http://www.unitedfriends.org)



“ We are excited and grateful for the opportunity to partner with Ready to Rise to help promote more positive outcomes for our youth while also helping ensure they never enter the criminal justice system. ”

- Matt Strieker, Executive Director

“ I was born into dysfunction. Running away only made things worse. A friend told me about YES as an alternate to living in an alley. I didn't know that programs like this existed for people like me. They took care in making sure I stay on the growth track we created together. YES allowed me to see my self-worth. ”

– Youth Participant



## PROGRAM OVERVIEW

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Youth Emerging Stronger's (YES) mission is to provide runaway, homeless, and foster youth with safety, stability, and housing, along with the relationships and resources to thrive now and in the future. YES' comprehensive services address mental health challenges and teach the skills and mindset needed to meet individualized goals in education, workforce readiness, and life skills.

[www.youthemergingstronger.org](http://www.youthemergingstronger.org)



“ **No contribution is too small for challenges as big as homelessness. Each one of us-as individuals or organizations-are community members and as such, must strive to reach beyond our own abilities and collaboratively ensure that we have a fair and impartial society for all.** ”

– Mark Supper, President/CEO

“ I've never had support like this. Even from my own family. I have so many reasons to believe in myself now... And I know I don't have to face anything alone anymore. ”

– Xavyer



## PROGRAM OVERVIEW



Youth Mentoring Connection provides support for at-risk youth (11-24 years old) from Los Angeles County's underserved inner cities. Youth served are mostly from single-parent homes, living in poverty, and residing primarily in the high-crime areas of South LA, Compton, Watts, and Inglewood. Youth Mentoring Connection seeks to expand community programs such as the GYST program (focused on the tangible goals of job placement, college, financial stability and housing), and the ECHO program (focused on trauma-informed group support), as well as strengthen worksite mentoring programs at HBO and Viacom by creating new school partnerships to increase and further diversify the population served.

[www.youthmentoring.org](http://www.youthmentoring.org)



“ Youth Mentoring Connection knows that inside every confused, angry, shy, sad, or otherwise disenfranchised youth is a gifted soul that came into this world to fulfill their own unique purpose. YMC mentors consistently show up to shine a light on their gifts, care for their wounds, affirm youthful dreams, and offer sustenance in the way of deep conversation and guidance. ”

– Tony LoRe, Executive Director

Ready To Rise  
Reflection Report - 2020



California  
**COMMUNITY**  
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