



READY  
TO RISE

20  
22

CUMULATIVE  
REPORT



California  
**COMMUNITY**  
Foundation

**Liberty**  
**Hill**  
FOUNDATION

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# Executive Summary

This report is an overview of a three-year pilot program to develop and implement Ready to Rise (R2R), a public-private partnership between the Los Angeles County Probation Department (Probation), the California Community Foundation (CCF), and the Liberty Hill Foundation (Liberty Hill) with a goal to advance positive youth development across Los Angeles County and to serve its most vulnerable and high needs youth. This report will also discuss R2R's impact and the lessons learned along the way.

R2R began as a \$3.2 million pilot program, expanding to an over \$38 million multi-year initiative serving 49 grantee organizations and 25,594 youth. In the midst of a global pandemic and racial-justice uprising, the importance of innovative reinvestment strategies to support the development of young people cannot be overstated. R2R proved its ability to be an equitable, efficient, and responsive vehicle for distributing public dollars, growing the organizational capacity of youth service providers, and their abilities to service L.A. County's high needs youth. Additionally, 34 (or 69%) of R2R grantee organizations were BIPOC-led – a significant indication of race equity and community responsiveness given the disproportionate rates of Black and Brown youth that comprise L.A. County's juvenile justice system.

Funding for the R2R initiative was provided by Probation to the two foundation partners who served as third-party intermediaries. CCF led the grantmaking strategy and Liberty Hill led the capacity building strategy. This partnership model allowed community-based organizations that may have previously lacked the infrastructure to compete for county grants an opportunity to compete for and access new funding opportunities. In addition, this grantmaking strategy also allowed community-based organizations to receive faster distribution of funds, providing timely support to their communities.

The R2R pilot program centered its mission to decrease youth involvement with the justice system and achieved this mission by strengthening the organizations and the overall ecosystem for youth development programs by improving educational, personal, and professional outcomes for L.A. County's youth. R2R built a system that replaced the traditional structures of punishment and incarceration with emerging best practices centered on healing, learning, and opportunity. R2R used a two-pronged strategy: 1) providing grants to youth serving organizations to codify and expand their youth development programming, and 2) offered intensive and customized capacity-building services to those organizations. To implement this strategy, R2R contracted with Imoyase Community Support Services (Imoyase) for program evaluation and Destiny Coaching and Consulting (Destiny) to serve as the capacity building partner.

Over a three-year period, organizations refined programs that tapped into the potential of high needs youth and their developmental relationships with community, mentors, and positive peers. R2R evolved into a model youth development program highlighted by various L.A. County departments, celebrated by community partners, and provided as a best-in-class example of trust-based philanthropy. The R2R pilot program's holistic approach toward serving L.A.'s youth has been central to its success.

Although the 49 grantee organizations used different positive youth development approaches to transform the lives of youth, the most used approaches across all grantees included addressing socio-emotional wellbeing, meeting career and vocational needs, promoting critical consciousness, and offering case management services and support. Findings indicated youth clearly possess goal orientations that reflect their needs and emerging adulthood tasks, such as those pertaining to education, vocation/employment, and relationships. This finding, in particular, underscores the importance of a process that favors their perspective, and offers additional context for socialization, support, and exposure to a variety of youth development domains.

As we pursued these positive outcomes we learned several key lessons:

**Make the Commitment and Stay the Course:** It took three-years for us to see the true measure of success in our program's abilities, programmatically and organizationally—both because we were still sharpening our own priorities for the work and because the initial grants we offered were too small for the scope of change needed. Though the first three-years were a pilot, the excitement around working with this population left some stakeholders wanting to scale up the initiative before fully defining and validating the program model. To give R2R an opportunity to achieve its full impact, we had to simultaneously resist this urge and also shift our own staffing to ensure the initiative was given its due attention.

**Align Program and Evaluation Methods:** To build an evidence-based model that can be replicated/expanded, evaluators must engage organizations early in the process of articulating and refining goals, metrics, and outcomes. However, special consideration must be given to the fact that youth development programs can be as diverse and multifaceted as the youth they serve, and therefore, the measures of success should also reflect this diversity.

**Build Capacity and Infrastructure:** Community organizations know the landscape and the population, but have historically been underfunded to support their infrastructure and internal development. We would encourage others to be realistic and up front about just how big an undertaking this type of change is and to align the scope and resources accordingly.

**Empower Your Community:** We believe foundations and government should not lead by themselves, but rather should enable the success of those who are closest to the community. We listened. We adapted. We succeeded, together.

# Highlights: Grantmaking Process

171

eligible applicants received, totaling more than **\$19 million** in funding requests

87

organizations were recommended for secondary review

75

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

49 

organizations were selected

\$22,422,406

in funding has been awarded to 49 organizations since 2019

Year 1 = July 2019 - June 2020  
Year 2 = December 2020 - June 2021  
Year 3 = July 2021 - June 2022

\$457,600

on average received by grantees over 3 years

69%

of the organizations that make up R2R are BIPOC-led.

15%

since their initial selection in FY19-20, R2R grantees have collectively experienced a 15% median increase their organizational budgets over the three years

100%

Of the three grantees funded by R2R that were fiscally sponsored at time of selection have since gained independent 501(c)3/nonprofit status

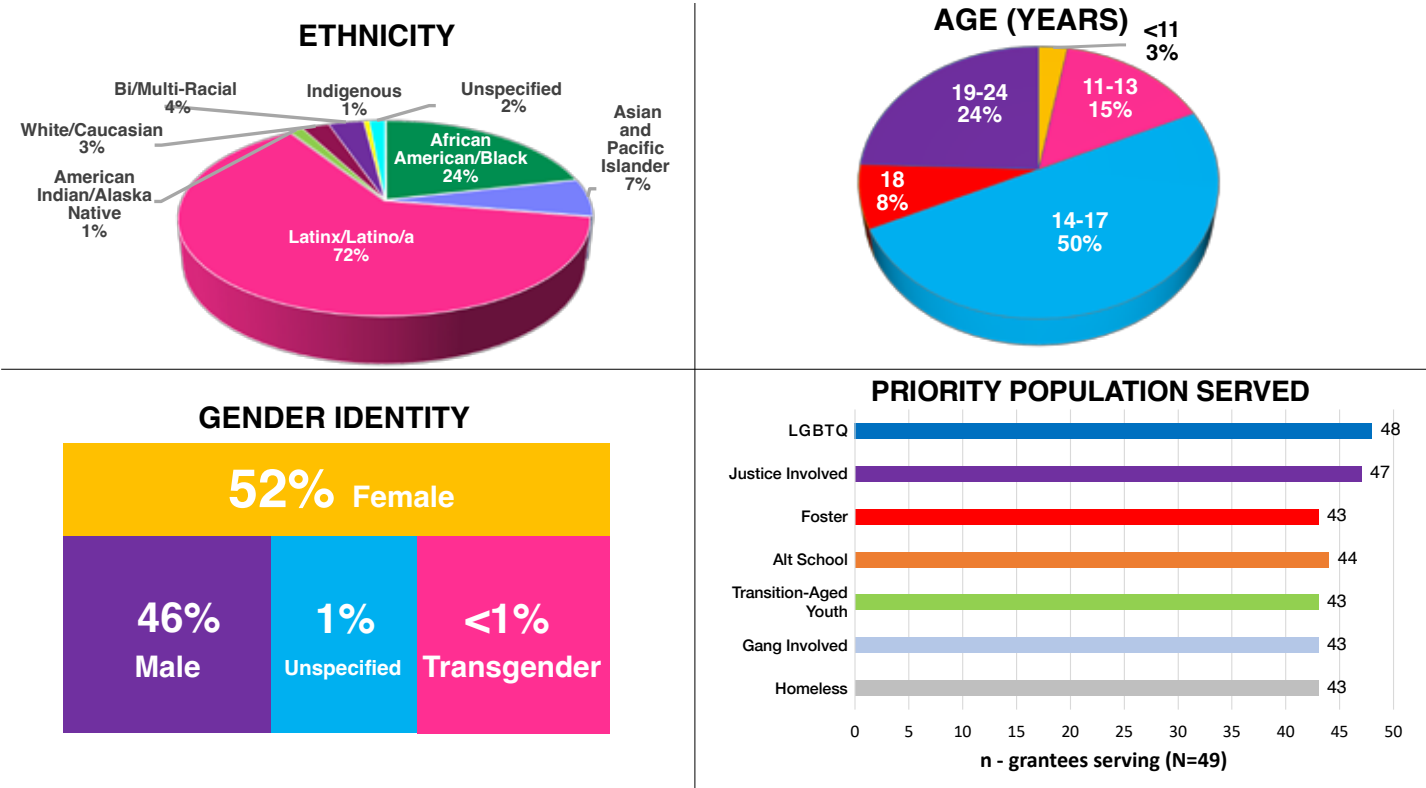
25,594

youth have been served through R2R grantees' 950,688 program touchpoints from July 2019 to June 2022\*, excluding their COVID-19 response services.

\*July 15, 2019 through June 30, 2022 was the cumulative three-year Grant Period

# Highlights: Youth Services

Figure 1: Youth Served Demographics Across Three Years



## Across all Three Years How Many Youth Were Reached?

**25,594**  
Youth Served

**950,688**  
Youth touch points

**81,276**  
(including COVID-19 supports)

**1,327,248**  
touch points (including COVID-19 supports)

Grantees served 25,594 unduplicated youth across all three years—i.e., the number of individual youth served, counted once, no matter how many times they received services across program touchpoints. Grantees engaged these youth in 950,688 program touchpoints—i.e., all youth served, counted each time they received a service. Including COVID-19 support services, grantees served 81,276 youth, with 1,327,248 touchpoints.

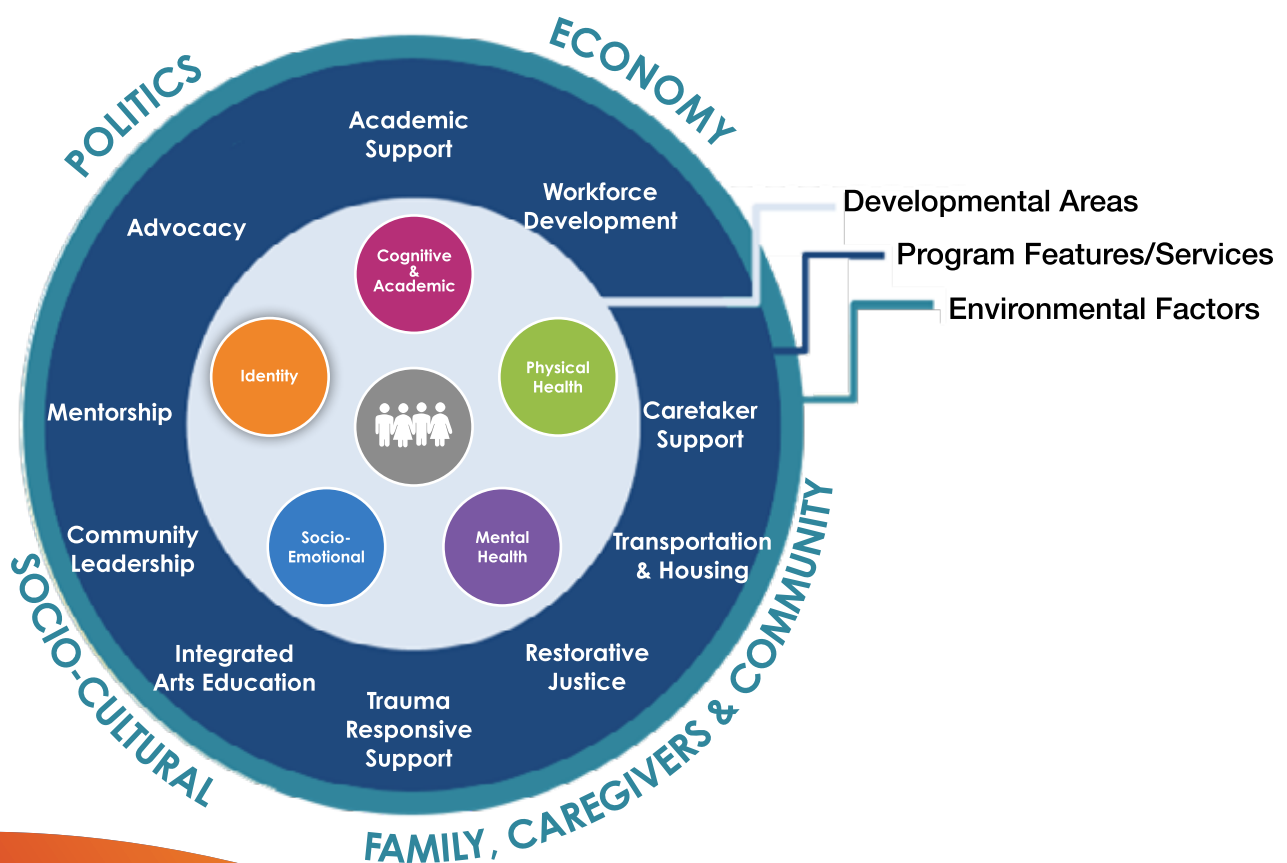
## Creating a Los Angeles County Specific Positive Youth Development Framework

In order to achieve the vision, CCF identified an L.A. County-specific Positive Youth Development (PYD) Framework. The framework is based on national and local research and evaluations pertaining to a whole learner approach, youth development, and juvenile-justice prevention, and informed by longstanding community-based organizations.

PYD is an essential component to the R2R programmatic structure and centered on evidence-based practices. The PYD framework takes into account external factors that influence a young person's thoughts/behaviors (i.e., politics, economy, homelife); weaves them into a program design (i.e., arts, education, leadership development); and addresses them in one or more five key areas to create positive outcomes such as improved mindset and academic achievement.

All R2R grantees integrate a positive youth development framework into their programming, inclusive of identity development, cognitive development, socioemotional development, and/or mental and physical health. With this set of premises, it influenced how we have structured our vision for the project.

**Figure 2: Positive Youth Development Framework**





## What Positive Youth Development Approaches Were Used?

Conventional systemic responses to youth behavior have not proven effective to increase well being nor the safety of youth and communities. The continued disproportionate suspension, expulsion, arrest, and incarceration of Black and Brown youth across L.A. County has exacerbated their existing traumas and hardships, depriving young people of opportunities for success, while also not improving overall community safety. To realize a new ecosystem of support, community-based programs and school systems must increase their capacity to meet the needs of more young people being served outside of system placements.

It is also important to acknowledge the mounting information related to the use of recidivism, crime, and delinquency as a measure of effectiveness within juvenile justice. The information learned must inform efforts if we are truly committed to promoting youth development by employing measures of success based on positive accomplishments and not merely tracking the absence of negative findings. We have listed a few concerns relevant to L.A. County **below**:

- **It is problematic to use recidivism, crime, and delinquency as measures of effectiveness for youth programming as they have failed to account for the complicated and nuanced lives of youth of color.** For example, "...certain communities across the country have higher levels of police surveillance, and thus those residents are more likely to become involved in the criminal justice system" (Carey, 2019). High levels of police surveillance are concentrated in low-income communities and communities with high rates of people of color, particularly Black communities. Over-surveillance increases the likelihood that a person living in a targeted community will have frequent contact with law enforcement and that those contacts will begin earlier in life. These factors directly impact a person's criminal history. Thus, recidivism, crime, and delinquency rates may not accurately reflect engagement in criminal behavior. Instead, these rates may reflect the interactions between an individual's behavior and other factors, such as the training, orientation, and skills of law enforcement, and the structural and organizational policies and practices in law enforcement environments (Pettus-Davis, and Kennedy, 2020)
- Another problematic issue are the conditions of probation. "...**unwieldy conditions of probation can lead to technical violations, and they can make it difficult for youth to succeed**...the orders can be overly broad and unclear and not tailored to the strengths, interests, and challenges of an individual youth, not developmentally and age appropriate – leading to re-incarceration mostly due to technical violations." (National Juvenile Defender Center; Sept. 2016)

- **Recidivism reveals whether juvenile offenders who leave custody go on to lead crime-free lives, but not whether they lead productive crime-free lives.** Recidivism does not measure whether these young adults demonstrate successful pro-social behavior and contribute in a positive way to their communities. To understand which programs and treatments are effective in reforming young offenders and placing them on a firm footing in life, juvenile correctional agencies are beginning to track not only what goes wrong, but also what goes right by tracking positive youth outcomes. (Peters & Myrick, 2011).
- **States make a dangerous assumption when they rely solely on recidivism as a measure of correctional effectiveness** (Maltz, 1984; Recidivism). “Recidivism is an important part of the story of success post-incarceration. But so is education. So is employment. So is health. If states collect only recidivism data to track juvenile justice outcomes, which many do, they leave out these crucial metrics.” (Mansoor, 2014; Different Ways of Measuring Recidivism Leads to Incomplete Data)
- **Just as it would be inappropriate to compare recidivism for people coming out of prison with those supervised on probation, it could be deceptive to compare recidivism among the clients of different community programs.** If the clients of one program differed from the other on any variables possibly related to recidivism (e.g., age, prior record, most serious offense ever, extent of drug use, schooling, employment history, social class, and race), it would be unfair to assess the relative effectiveness of both programs using a simple, common recidivism measure. (Butts and Schiraldi, 2018; Recidivism Reconsidered: Preserving the Community Justice Mission of Community Corrections)

### **Ways to Approach Recidivism, Crime, and Delinquency Outcome Metrics**

Recidivism, crime, and delinquency as an outcome measure must be clearly defined—this is particularly the case with how recidivism is operationalized; taking into consideration the mounting information gathered through research on the use of this less than sensitive measure; and the fact that it is subject to multiple confounds—specifically, what is the definition of re-offending and how will it be reliably measured for the diverse group of youth in L.A. County that are part of R2R.

**Specifically, positive youth development outcomes such as:**

- housing security
- achieving education and/or employment goals
- meeting legal obligations (e.g., obtaining legal representation and assistance, appearing in court, reporting to probation/parole officers)
- skills and knowledge attainment
- agency, autonomy, and self-directedness
- healthy relational ties/relationships
- community/civic engagement
- strengthened spirituality
- hope, happiness, and creativity

Therefore, crafting a multi-level, multi-disciplinary approach to the R2R framework and evaluation allowed the program to integrate community-based participatory research practices (CBPR) in the work to more effectively capture these Positive Youth Development outcomes. 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.



*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 gave 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. With R2R, 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.

# Part I: R2R Initiative

## Background Summary Strategy

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. Formerly incarcerated people 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>

For decades, community-based organizers, advocates, and direct service providers have shared a vision for a Los Angeles County that invests in young people. This vision includes working upstream to ensure public dollars reach communities before youth are system-involved and using community-rooted strategies with proven outcomes to enhance the well-being and livelihoods of all young people, irrespective of their zip codes. Building on this shared understanding, the Los Angeles County Board of Supervisors created a strategic agenda that prioritizes a restorative and “care-first” youth justice system.

Since 2001, California counties have received funding through the Juvenile Justice Crime Prevention Act (JJCPA) to prevent and reduce youth crime—with L.A. County receiving roughly \$30 million dollars each year.<sup>2</sup> These investments

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1 Ferner, Matt (2016). “The Full Cost of Incarcerating in the U.S. is Over 1\$ Trillion, Study Finds.” Huffington Post  
2 Children’s Defense Fund-California, Song, P., Best, M. (Dec 2018). Juvenile Justice Crime Prevention Act in Los Angeles: A Case Study on Advocacy & Collaborative Reform.

represent a crucial step forward in developing a comprehensive youth development system. However, historically youth-serving, community-based organizations received inadequate to non-existent programmatic grants through JJCPA funding. Furthermore, organizations lacked the capacity building support and investment to become more competitive for JJCPA funding overtime and develop the organizational strengthening required to serve youth well in their communities of origin and outside of county systems.

R2R, funded as a key capacity building strategy of the JJCPA funding stream, addresses these challenges and is the product of the long-term vision, advocacy, and collective strategy put forth by those closest to the ground. By pairing CCF's prolific grantmaking and infrastructure strategy with Liberty Hill's extensive experience launching and sustaining capacity building initiatives and programs, the foundations co-created the R2R Initiative to build the largest, most comprehensive youth development network in the county.



**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, R2R catalyzed 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.

# Approaches to the 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 needs. 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.

## Desired Outcomes



### Individual/Youth Level

- Improved educational, economic/professional, personal wellness, or civic outcomes.
- Reduction in system involvement.
- Expanded access to positive environments.



### Program/Organizational Level

- Deepened capacity for program effectiveness, continuous improvement, and sustainability.
- Strengthened ability to pursue and secure public funds.
- Enhanced collaboration of youth serving organizations to create a youth development focused network.



### County/Community Level

- Increased community-based services that connect youth to opportunity.
- Heightened capacity to address challenges related to trauma and crime/violence within communities.
- Systems change to redirect funds to the community, quickly and efficiently.

# Part II: Grantmaking and Organization Selection

After completing a robust grantmaking process that was designed and implemented by CCF and Liberty Hill staff, 49 organizations were selected from the pool of 171 eligible applicants. Steps were taken to ensure the pool was representative of the goals of the project and the high need population targeted by this initiative. In June 2019, 20 grantees were selected to constitute Cohort 1 of R2R, which began the first year of implementation on July 15, 2019. An additional 29 grantees were selected in October 2019 to form Cohort 2, which began an 18-month grant cycle on January 15, 2020. For the third year of R2R, beginning in August 2021, the initiative merged all 49 grantees to enhance opportunities for cross-learning and promote further growth and tightening of the L.A. County youth services ecosystem. These organizations are noted in the table that follows.

**[Detailed grantee profiles have been included as an addendum to this report in Appendix D.]**

## Organizations

- A Place Called Home
- Amazing Grace Conservatory
- Antelope Valley Boys & Girls Club
- Antelope Valley Partners For Health (AVPH)
- Boys & Girls Club of San Fernando Valley
- Bridge Builders Foundation
- California Youth Connection (CYC)
- Central American Resource Center (CARECEN)
- Centro Community Hispanic Association Inc. (Centro CHA)
- Coalition to Abolish Slavery and Trafficking (CAST)
- Coalition for Engaged Education (CEE)
- Community Coalition (CoCo)
- Community Development Technologies Center (CD Tech)
- Communities for a Better Environment (CBE)



EmpowHer Institute  
Flintridge Center  
Girls Club of Los Angeles  
Good City Mentors  
Heart of Los Angeles Youth, Inc. (HOLA)  
Homies Unidos, Inc.  
InnerCity Struggle  
Khmer Girls in Action  
Koreatown Youth & Community Center, Inc. (KYCC)  
Legacy LA Youth Development Corporation  
Long Beach BLAST  
Lost Angels Children's Project Inc  
Meztli Projects  
Mar Vista Family Center  
New Directions for Youth, Inc.  
New Village Girls Academy  
Pasadena Altadena Coalition of Transformative Leaders (PACTL)  
POPS The Club  
Positive Results Corporation  
Proyecto Pastoral  
Reclaiming America's Communities Through Empowerment (R.A.C.E.)  
Safe Place for Youth (SPY)  
Sanctuary of Hope  
Sharefest Community Development  
Southern California Crossroads  
Stars: Illuminate, Educate, Advocate  
The BUILD Program  
The California Conference for Equality and Justice (CCEJ)  
The Learning Centers at Fairplex  
The Unusual Suspects Theatre Company  
Tia Chucha's Centro Cultural  
United Friends of the Children  
Urban TXT (formerly Teens Exploring Technology)  
Youth Emerging Stronger (YES)  
Youth Mentoring Connection

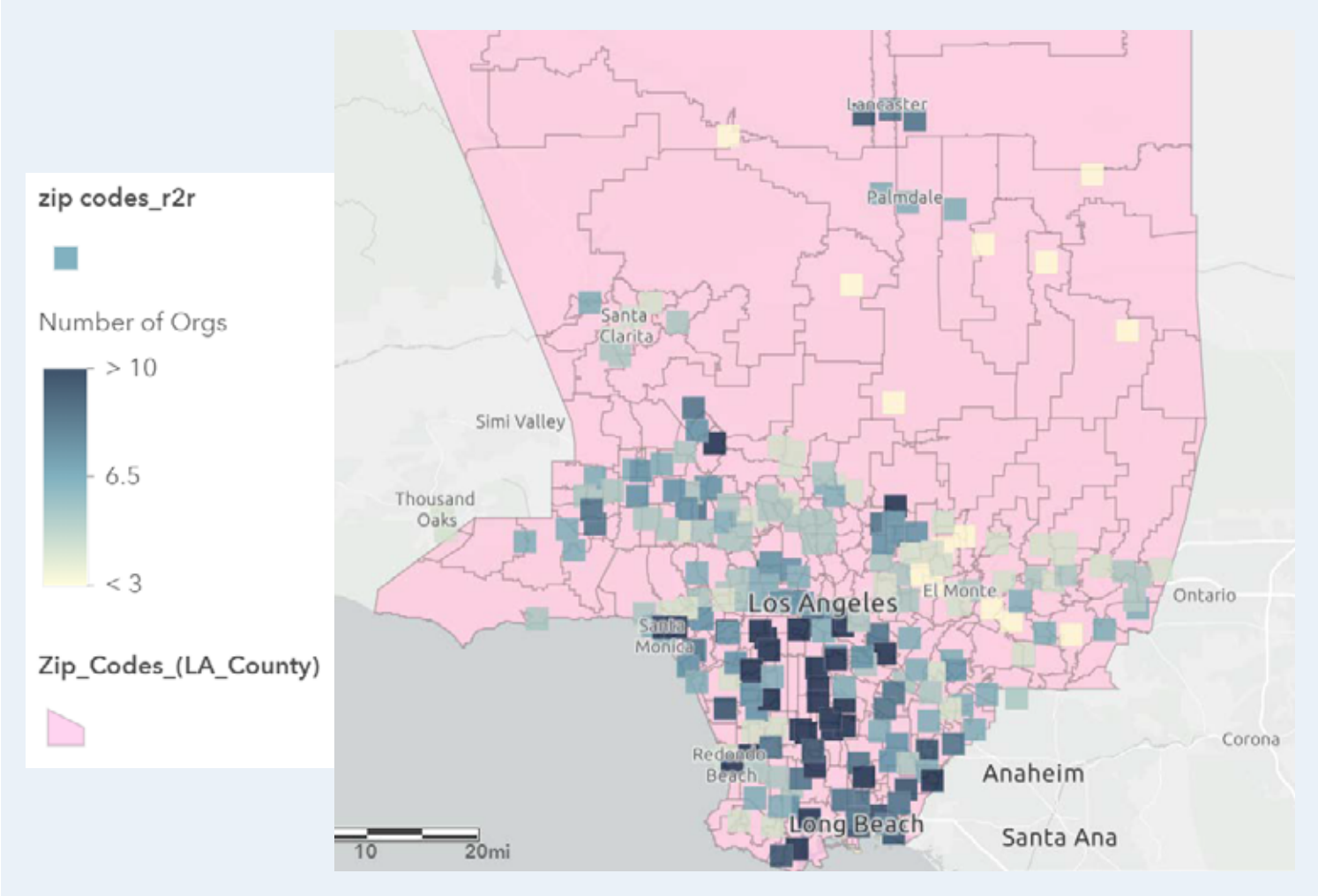
# Grantmaking Process: Guiding Principles

Organizations were selected using the following guiding principles:

- Priority was granted to organizations not current and/or lead grantees of Probation.
- The grantees represented the diverse communities of L.A., but did not 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 was 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+),

# Organization Location

Figure 3: Grantee Service Area Locations by Zip Code (49)



# Part III: Implementation

## July 2019-June 2022

### Background & Vision: Grantmaking and Evaluation

For over 100 years, 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.

R2R is a public-private partnership that aims to advance a shared vision and goals to provide youth and families with supportive, asset-based, high-quality resources and opportunities towards successful pathways to adulthood.

Partnership with grantees thrived by setting clear expectations and creating an environment of transparency and open communication. A series of documentation strategies was utilized to monitor progress and results. Program data was collected in a variety of methods to ensure the vision and goals were achieved or to provide technical assistance where support was needed.

This comprehensive grantmaking and customized capacity building strategy aimed 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.

When grantees are supported in an ongoing manner, they develop individual and collective capacity to design, implement, document and evaluate programs and services that greatly benefit communities across the county. Collectively, they share promising practices, and build common visions and strong working relationships with each other and public-sector partners.

# Part IV: Evaluation and Impact

In February 2019, CCF and Liberty Hill completed a Request for Information (RFI) solicitation process to identify an evaluator for the R2R initiative. To guide the process, CCF and Liberty Hill 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 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 Community Support Services as the evaluator of choice.



### About Imoyase

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 L.A., 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 to African American, Asian/Pacific Islander, Latinx, LGBTQ+, 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 flexible, participatory, collaborative, and culturally relevant.

As the cross-site evaluator for the R2R initiative, Imoyase documented 1) the implementation, growth, and impact of grantees' R2R programs and 2) the collective impact of the initiative across the 49 funded grantees.

### Evaluation and Goals

At the initiation of the program, Imoyase conducted site visits or virtual meetings with all 49 organizations to better understand grantee readiness to participate in evaluation activities. These preliminary conversations illuminated challenges

and allowed Imoyase to structure support and better align resources to facilitate the evaluation and data collection. In addition, grantee activities continuously evolved due to contextual factors and events that occurred across the three years. In response, grantees made meaningful programmatic adaptations to ensure consistent and sustained delivery of youth services and activities remained responsive to continually shifting youth and family needs.

A multi-level, multi-disciplinary approach was used to integrate CBPR into Imoyase's evaluation 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>3</sup>.

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.

### Guiding Frameworks:

1. Socio-Ecological Framework. Where consideration is given to risk and protective factors at several levels: individual, family, peer, school, neighborhood, community, and system.
2. Cultural Framework. Deals with interpersonal realities that reflect a dynamic relational process of shared meanings that must be understood in historical, social, political, and economic contexts.

Collectively, these frameworks yield a more nuanced and multidimensional understanding of the contextual ecosystem of a person's life and cultural factors that give context in positive youth development. The principles of CBPR, where priority is given to voices of the community in all aspects of the evaluation process, were particularly useful in working with communities whose voices have been historically excluded and/or overlooked.

<sup>3</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*, 202-173 ,19.

R2R's overarching goals were the following:

1. Build grantees' capacity to conduct formative and outcome evaluations through their involvement in a cross-site evaluation.
2. Foster grantee peer-to-peer learning on evaluation.
3. Use a CBPR approach to design a cross-site evaluation (e.g., tasks, methods, tools, and resources).
4. Collaborate and support grantee implementation of the cross-site evaluation.
5. Share findings and lessons learned with grantees, funders, community, and other stakeholders.

### Data Collection and Analysis

The cross-site evaluation used a CBPR multi-year, mixed-method approach to address evaluation questions. This design had a summative component (i.e., conducted near or at the end to show the ultimate, often broader range, and lasting effects of an initiative or program) and formative function (i.e., collecting and sharing data from early or mid-period program implementation to improve or strengthen initiative implementation). In terms of the mixed-methods design, diverse qualitative and quantitative data sources were concurrently collected to explain mechanisms and outcomes of R2R over the three years.

Cross-site evaluation questions were aligned with R2R initiative goals\*. Year 3 Evaluation Questions included:

1. How many youth were served across grantees?
2. What youth demographics were served across the grantees?
3. What were the most common PYD strategies implemented?
4. What types of cultural and community-affirming approaches were used in grantee PYD services and activities?



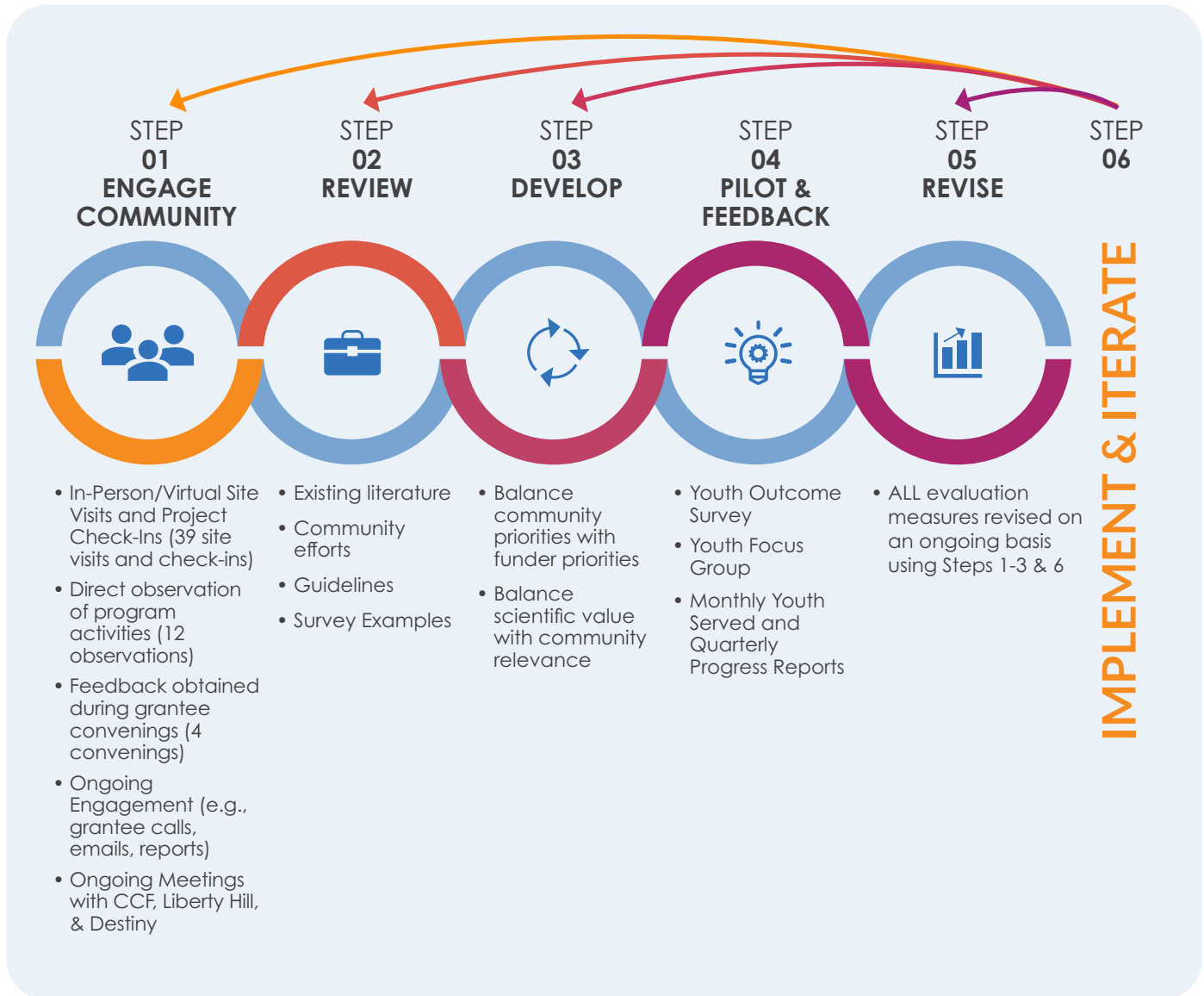
5. To what extent did grantees meet their Year 3 objectives?
6. What types of accomplishments did grantees experience in Year 3 ?
7. What types of challenges did grantees experience in Year 3?
8. To what extent did R2R intervention strategies result in change in positive youth development outcomes?
9. What type of evaluation capacity-building support did grantees receive in Year 3 from Imoyase?

To complete R2R evaluation activities during every year, Imoyase:

- Developed a comprehensive monthly and quarterly reporting system and template specific to the needs of the R2R initiative and responsive to community feedback (Questions #1-7).
- Developed, piloted, and implemented R2R Youth Outcome Survey and Focus Group Protocol to determine the impact of service delivery on youth PYD outcomes (Question #8).
- Provided grantees with program-level data visuals to strengthen service delivery and leverage sustainability (e.g., future funding).
- Collected and summarized process and outcome data to tell the story of the R2R initiative.
- Developed grantees' organizational capacity related to evaluation of their R2R program through tailored consultation and problem solving, formal training, and providing information and resources (Question #9).

\* For Year 1 and Year 2 evaluation questions, please reference the respective reports.

**Figure 4: CBPR in Action**



Given the diversity of youth, cultural groups, and community contexts served by R2R grantees, a conventional, Western-centric evaluation approach would not meaningfully capture the rich and nuanced process and outcome findings. Thus, community engagement was key to the design and implementation of the cross-site evaluation. It not only set the what (i.e., scope, focus, and constructs) of evaluation, but the how (i.e., the way) of evaluation. Honoring community wisdom about what constitutes foundational change for youth and conducting evaluation in ways that respect community values and practices grounded the evaluation approach.

Figure 4 shows the continuous, iterative process used with partners (grantees, funders, capacity building providers) to solicit and integrate modifications to instruments and data collection.

- ▶ **In Step 1**, all community partners engaged in evaluation development processes through in-person and/or virtual site visits, listening/feedback sessions at early R2R convenings, and ongoing one-on-one engagements (e.g., office hours).
- ▶ **In Step 2**, the evaluation team reviewed existing literature, previously documented community efforts, best practice guidelines, and examples of other similar evaluation endeavors for ideas on translating community understanding into effective cross-site measures.
- ▶ **In Steps 3 and 4**, community engagement and existing literature were used to create and pilot measures and data collection that balanced community and funder priorities as well as scientific value with community relevance.
- ▶ **Steps 5 and 6** involved an iterative feedback and refinement loop.

Appendix B provides examples of revisions made to strengthen the responsiveness of the evaluation to community needs. They offer lessons for the field about the need to address various needs, cultural experiences, and contexts to strengthen the validity of evaluation with diverse youth and communities. Revisions cut across evaluation procedures and measures. Examples of evaluation technical assistance to strengthen grantee capacity are also provided. These were done to address grantee challenges and concerns.

## Data Collection:

Quantitative data collected in the Monthly Youth Served Report were processed for analysis in the following manner:

### Unique Youth Served (Unduplicated Youth Count)

Imoyase calculated Year 3 unique youth service counts by adding the total number of new youth served each month across all grantees with the number of rollover youth served in July 2021 (i.e., the first month of Year 3 services). Rollover youth are unique youth served by programs prior to evaluation launch that were continuously served or rolled over into the R2R pilot period. A similar approach was used to compute summary counts of unique youth served across all three years of R2R.

#### Youth Demographics



Grantees reported youth counts for three demographic categories: race/ethnicity, gender, and age. Because the sample sizes for each demographic included repeated youth served, demographic data are presented as percentages without raw frequencies. Demographic data presented reflect the diversity of all youth served both annually and across all three years of R2R.

#### Priority Populations Served



Each month, grantees indicated whether they served one of seven R2R youth priority populations : (1) LGBTQ+, (2) justice-involved, (3) foster, (4) unhoused, (5) enrolled in alternative/continuation schools, (6) transitional age youth, and (7) gang-involved. Grantees that could provide youth counts for each population also did so monthly. Due to the sensitive nature of youth self-identifying in these categories, these are likely undercounts. Accordingly, the number of grantees who could report youth counts for each priority population are presented.

#### Program Touchpoints (Duplicated Youth Count)



Each month, the grantees reported their youth services and activities (YSA) along with the number of touchpoints per YSA. Total Year 3 program touchpoints were calculated by summing up all monthly touchpoints reported by the grantees from July 2021 to June 2022. Monthly touchpoints reported by all grantees were totaled across all three years of R2R to calculate program wide touchpoints.



### **Positive Youth Development Themes: Services and Activities**

Additionally, grantees assigned one of 13 primary positive youth development (PYD) approaches and up to two secondary PYD approaches to each YSA. The total number of youth touchpoints per primary and secondary PYD approach were calculated and summarized. The evaluation team reports the rank order of these PYD approaches according to both the frequency of YSAs and the number of touchpoints.

## Youth Served

### **Overview of Counts of Youth Served Across Three Years:**

With support and technical assistance provided by Imoyase, the 49 grantees 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. During the three years of R2R, 25,594 total youth were served across 950,688 program touchpoints. If COVID-19 services are included, the total number of youth served is 81,276 across 1,372,248 touchpoints over the three years. A majority of the youth served were Latinx (72%) and were between the ages of 14 to 17 years (50%). For additional detail, reference Figure 1.

### **Overview of Year to Year Demographic Changes Across Three Years:**

#### *Ethnicity*

- African American youth served increased from 20% in both Year 1 and Year 2, to 24% in Year 3. This finding is in accordance with R2R's Year 3 priority youth population service goals.
- The proportion of Asian American and Pacific Islander (AAPI) youth served increased from Year 1 (3%) to Year 2 (9%), before dropping again in Year 3 (4%). The Year 2 increase can be explained by the introduction of AAPI-serving organizations with the second cohort. The drop in Year 3 can be attributed to one grantee, who only offered in Year 2 a large-scale four-month specialized anti AAPI-racism training to members.
- The proportion of Latinx youth served decreased slightly from Year 1 (66%) to Year 2 (61%) and Year 3 (64%), likely due to the increase in African American and AAPI youth served.

## Gender

- Slightly more male youth were served in Year 2 and Year 3 (2-3% increase) versus Year 1. Possibly influenced by Cohort 2's young men-serving organizations.

## Age

- Transitional age youth (TAY—i.e., 19-24 year olds) were the largest proportion of youth served in Year 2 (40%). This almost four fold increase may be due to this population's high need of COVID-19 support (e.g., housing/technology/food/financial assistance, job training/placement, etc.). The proportion of TAY youth served in Year 3 dropped (24%) but was still high compared to Year 1.

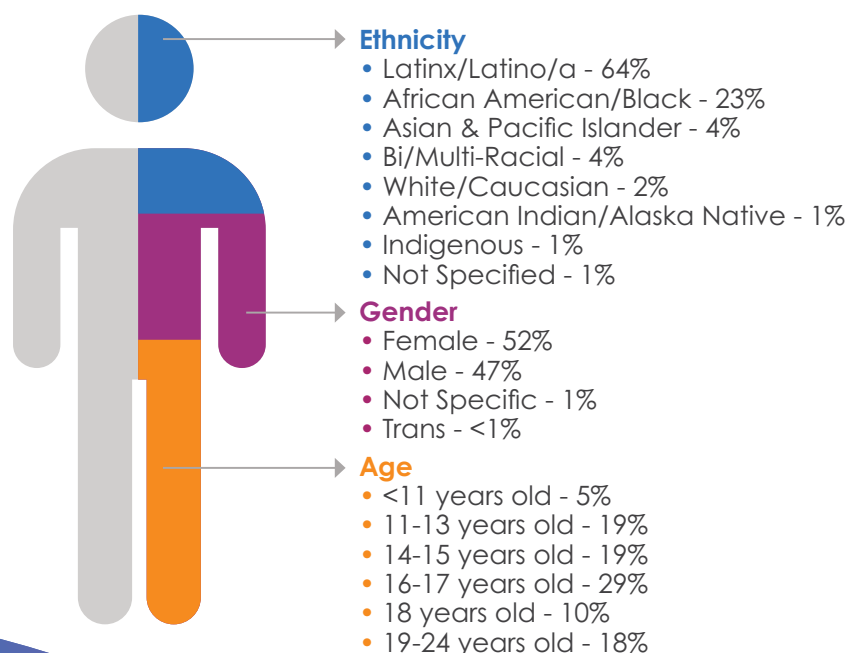
## Priority Populations

- The percentage of grantees that provided youth served counts for each priority population dropped from Year 1 to Year 2 but then increased from Year 2 to Year 3, likely due to the development of stronger evaluation capacities and relational ties that built trust with the youth.

### Counts of Youth Served During Year 3 Only:

Throughout the third year of implementation, the 49 grantees served 12,184 individual youth (with an additional 1,130 with COVID-19 supports). Sixty-four percent identified themselves as Latinx, 23% African American/Black, 4% AAPI, 4% Bi/Multi-Racial, 2% White/Caucasian, 1% American Indian/Alaska Native (AIAN), 1% Indigenous, and 1% unspecified.

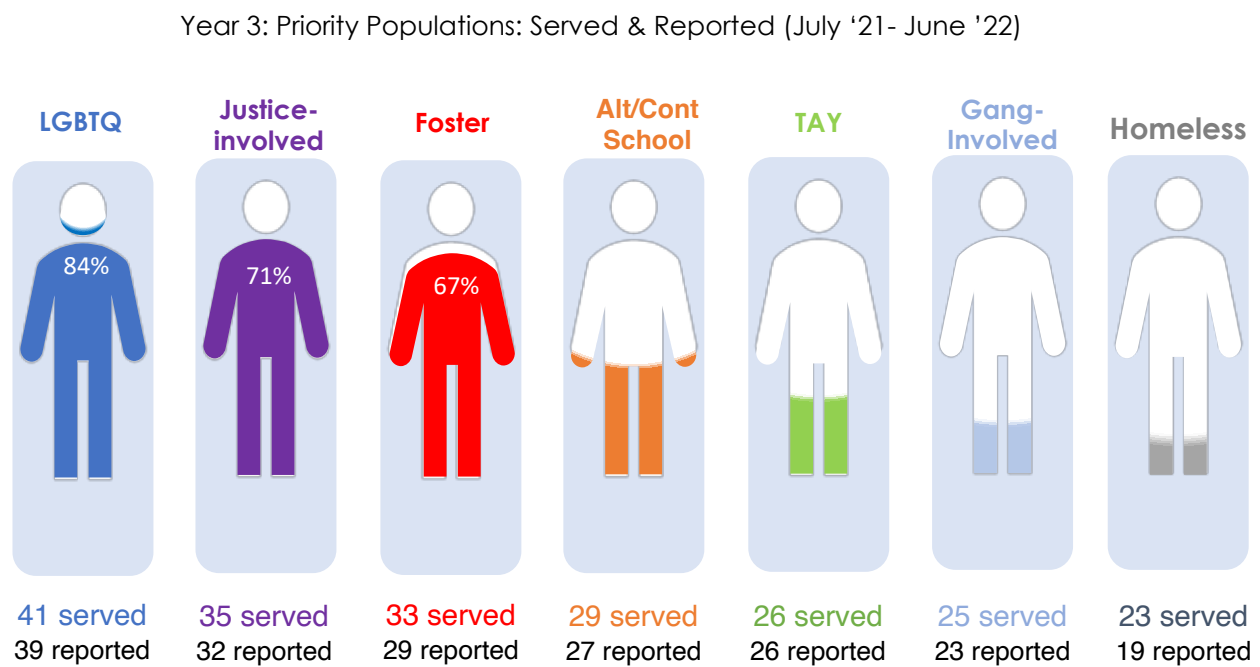
**Figure 5: Demographic Profile of Youth Served in Year 3**



Slightly over half of the youth served during Year 3 identified as female (52%), 47% identified as male, followed by 1% who were unspecified and <1% who identified as transgender. Most of the youth were high school-aged (19% - 14-15 years, 29% - 16-17 years), while 19% were in middle school (11-13 years). Ten percent were 18-year-olds and 18% were young adults (19-24 years). An additional 5% were identified as children younger than 11 years of age.

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.

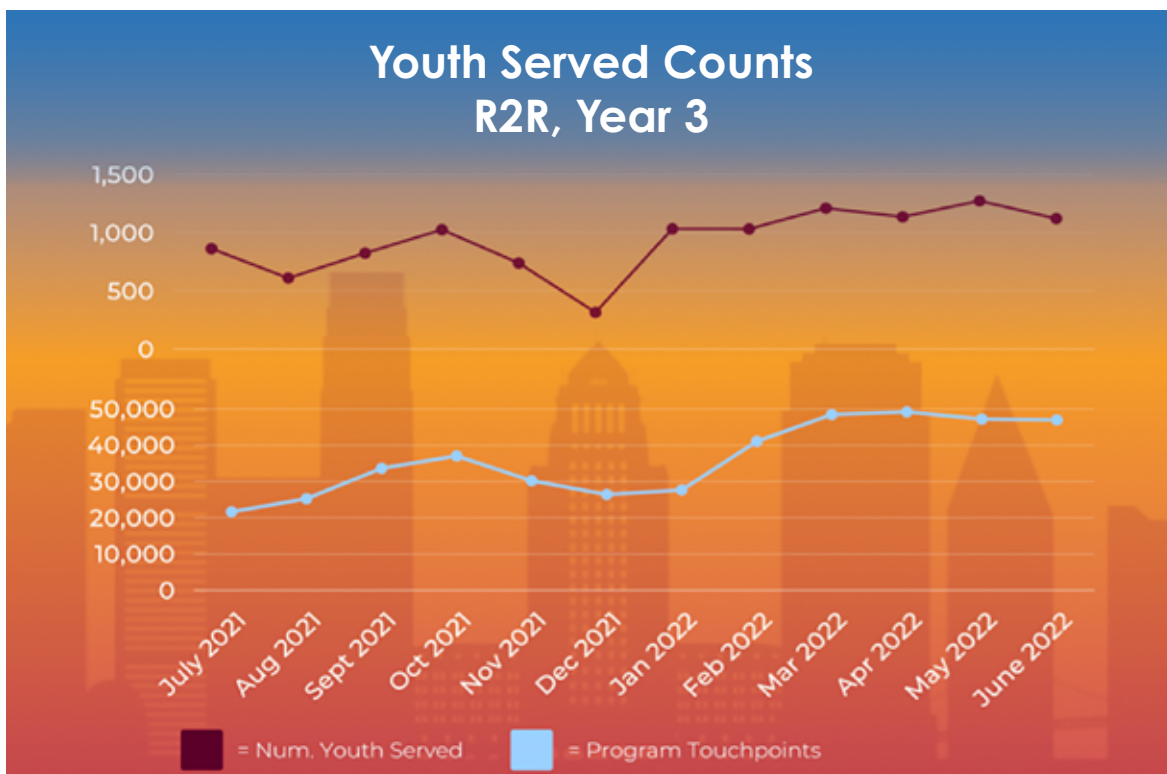
**Figure 6: Year 3 Priority Populations Served and Reported**



- 41 grantee organizations (84%) served LGBTQ+ youth.
- Of those, 39 grantee organizations were able to report LGBTQ+ youth served counts.
- Similarly, 35 (71%) grantee organizations indicated that they served youth who were involved in the justice system.
- 32 of those 35 grantee organizations could provide unduplicated counts for their justice-involved youth served.

COVID-19 support services (e.g., food distributions, housing assistance, technology provision/support, etc.) accounted for 1,130 unduplicated youth served in 75,943 touchpoints across Year 3. While youth over the age of 11 were able to get the COVID-19 vaccine in September 2021, the pandemic still appears to have influenced grantee services and activities. For example, slightly lower observed counts in January 2022 are likely due to increased COVID-19 cases resulting from the Omicron variant and subsequent increases in governmental restrictions. Meanwhile, all-time touchpoint highs recorded in March and April 2022 likely reflect lifts in these COVID-19 restrictions.

**Figure 7: Year 3 Youth Served Counts**



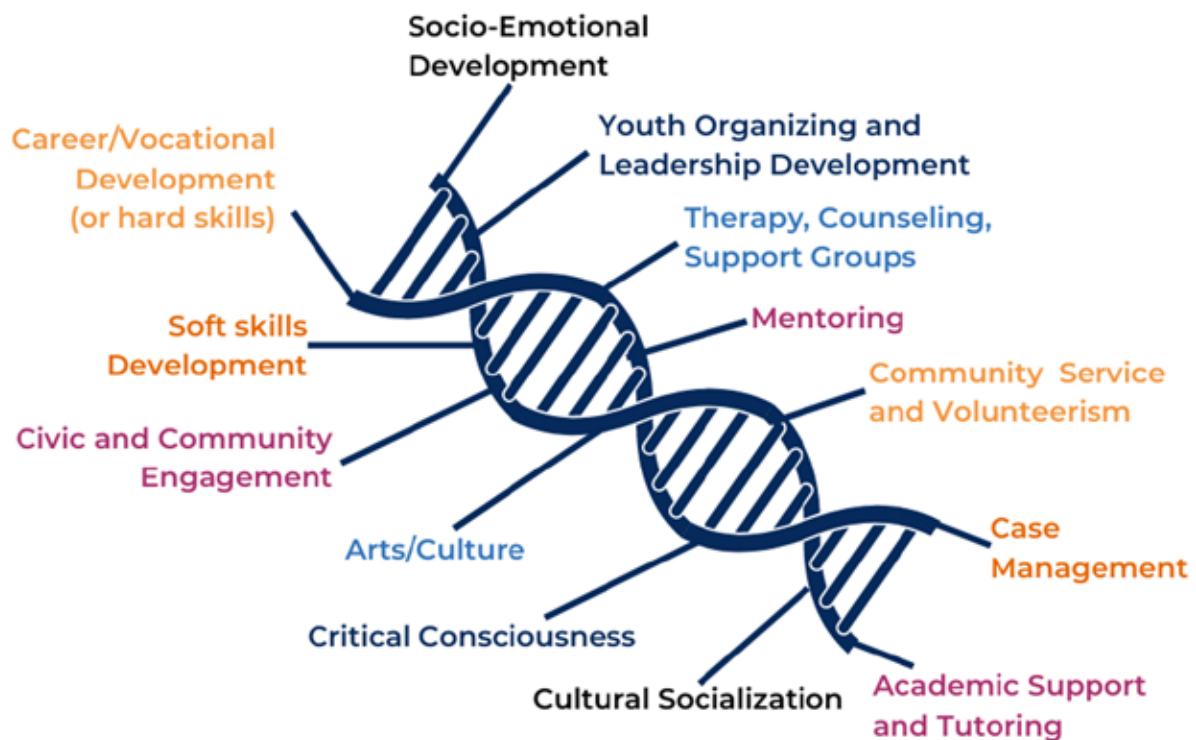


In previous years, challenges outside of the grantees' control, including the onset of the pandemic, strongly influenced youth service counts. In Year 3, many grantees returned to in-person programming in some capacity. In-person access along with refined virtual programming allowed grantees to hit record high program touchpoints.

### Positive Youth Development (PYD) Approaches Implemented

R2R grantees provided a vast array of Youth Services and Activities (YSAs). In their monthly reports, the YSAs they shared conceptually aligned with 13 community-defined themes (Figure 8) that are often cited in the PYD literature (Clonan-Roy, Jacobs, & Nakkula, 2016).

**Figure 8: Thirteen Community-Defined PYD Approaches Used by R2R Grantees in Youth Programming**

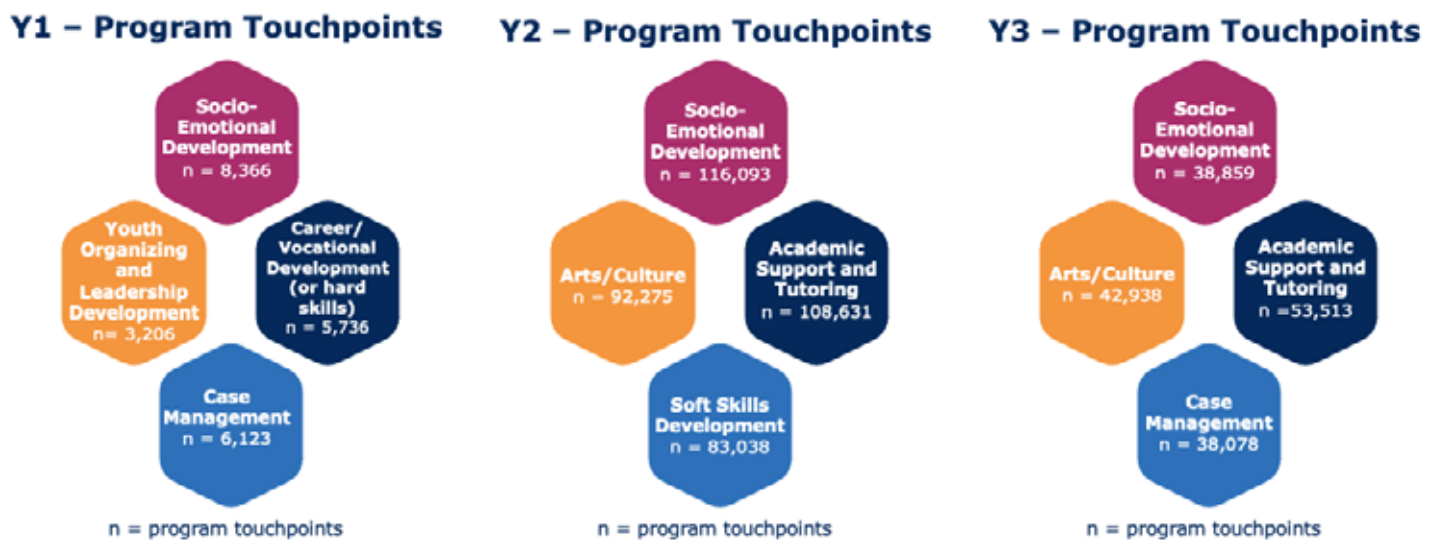


# Overview of PYD Themes Across the Three Years

Grantees identified 13 PYD themes to 5,750 service activities, which were associated with 884,755 program touchpoints. The four thematic areas with the greatest number of program touchpoints were:

- academic support and tutoring (19%)
- arts & culture (15%)
- socio-emotional development (15%)
- soft skills development (12%)

**Figure 9: Top PYD Themes by Annual Program Touchpoints reported between October 2019 through June 2022**



- The only PYD approach that was in the top four across all three years was socio-emotional development, a prerequisite for positive youth outcomes.
- While career/vocational development and youth organizing leadership development were among the top four approaches in Year 1, they were replaced by academic support/tutoring and arts/culture in Year 2 and Year 3. This finding can be explained by the challenges of vocational training and youth organizing virtually during the COVID-19 pandemic, versus the relative ease of online tutoring and art exercises.

# Youth Outcomes

## Motivations for Youth Participation

Seventeen grantees conducted focus groups with 93 youth participants. The primary motivations for youth participation in R2R programs were driven by three themes. Youth wanted to:

1. Develop skills (59%).
2. Form positive relationships (47%).
3. Find safety and stability (35%).

These findings align with the top PYD approaches implemented in R2R grantees' programmatic YSAs.

## Changes in Youth Relational Ties (Social Support)

Relational ties were identified by grantees as a foundational factor and cultural principle in positive youth development, particularly for youth of color. Staff stressed that quality of a youth participant's social support network would increase or become more discerning with R2R programming. Previous literature supports R2R grantees' emphasis on the profound importance of relational ties in positive youth development<sup>4</sup>.

Changes in youth relational ties were based on observations from a convenience sample of 386 matched pre-test and post-test surveys. Youth survey demographics mirrored the overall demographic profile of R2R youth served as reported by grantees.

- At pre-test, 365 youth identified 1,072 supportive relationships, while 19 youth did not identify any supports.

The most prominent relationship types noted were: 52% family (including blood relatives and youth-defined chosen family members, 32% peers, and 17% other adults (including R2R program staff).

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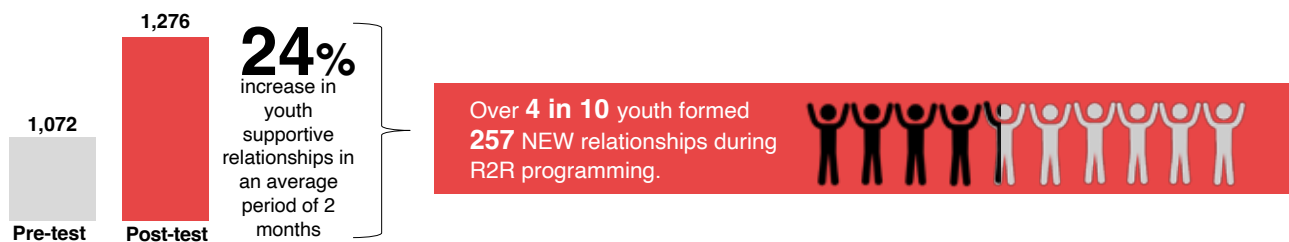
4 Varga et al. 2018; Pakh & Baek 2021

- At post-test, youth reported a **24% increase in supportive relationships** (+257 ties across 166 youth). Of note, 27% (n=70) were with staff and peers met in R2R, who youth rated higher in their ability to inspire, advise, motivate, and keep things real when compared to the overall sample (p<0.05).
- At post-test, 40 youth served cut ties with 53 supports—half of these were peer relationships. Further, eight youth who identified having no support at pre-test, identified at least one supportive relationship at post-test—half of these were with an R2R program staff member.

The findings reflect what grantees predicted would happen if their R2R program was making a difference in the lives of participants. **R2R improves the quality of relationships in the lives of youths through supportive staff and peer relationships.** This sets the stage for readiness or efficacy to take on changes in other areas of life.

**Figure 10: Impact of R2R Programming on Relational Ties + Youth Voices**

**IMPACT OF R2R PROGRAMMING ON RELATIONAL TIES AMONG A SAMPLE OF 386 R2R SERVED YOUTH**



Over **1 in 4** new relational ties were made with R2R program staff and/or program peers.

<p><b>R2R Staff</b></p> <p><b>50</b> new supports</p>	<p><b>Example: Youth #1</b> +2 new supports (1 R2R peer + 1 staff)</p> <p>“Unbias[ed] advice, non-judgment support, and love. I also admire representation, I need more queer, educated, Latina women supporting me.”</p>	<p><b>Example: Youth #2</b> +2 new supports (2 R2R peers)</p> <p>“We can joke around &amp; overall create a positive environment that is welcoming &amp; friendly. We know we can have each others backs or call on each other for help. They’re always super nice and feel like family.”</p>	<p><b>Example: Youth #3</b> + 1 new support (1 R2R staff)</p> <p>“Their [program] support was encouraging. They helped me stop being shy. I am more confident now... They all helped me challenge myself.”</p>	<p><b>Example: Youth #4</b> +3 new supports (1 R2R peer + 2 staff)</p> <p>“This support has been extremely helpful and important to me on a daily basis. Some of these connections I’ve already had and some I’ve made through this program, all connections are very healing and healthy to be apart of.”</p>
<p><b>R2R Peers</b></p> <p><b>16</b> new supports</p>				

Youth focus group (n=17) results corroborated these relationship findings from the pre-test and post-test survey. Thirty-one youth across 12 grantees expressed excitement about how R2R helped them build interpersonal skills and strengthen their social support network. Some youth described themselves as “shy” and had difficulties making friends prior to R2R involvement. Afterwards, youth strengthened their ability to communicate and connect with others. They described how R2R provided opportunities to “connect with people,” “network with others,” and meet new people their age, resulting in positive peer relationships, a sense of community, and/or having a reliable healthy support system.

By the end of Year 3, evidence from the outcome survey and the focus groups suggested the quality of social support networks deepened for some youth and provided the foundation for other changes as indicated by increases in themes such as stability, safety, and hope/see a future. This is reflective of more mature/adult relationships and increased youth discernment about what constitutes supportive relational ties. This is also consistent with youths' motivations to join R2R, in which relational growth, safety, and stability were at the forefront of desired outcomes. Supportive, nurturing, and intentional relationships did matter to youth. Merely looking at conventional markers of youth well-being such as recidivism, school performance, and substance use obscures a much richer and nuanced understanding of the array of factors operating in the lives of youth vulnerable to systems involvement. For R2R youth, relational ties are a foundation or springboard for change in other areas.



*I would isolate myself **'cause like I hated being around other people. I didn't, like, interact with people. But, it's like when I got here, like there's so many relationships or bonds that I made here.** And everyone here at [the R2R program] is pretty, pretty good people. I think building relationships can be really fun along the way.  
I never liked to talk to other people, just kind of like to be by*



myself. But when I stepped in here all the kids were friendly, the staff was outstanding...**I think relationship-wise my view has changed a lot too. You look at older adults and staff and you think just authority: they're going to make you do rules, and you have to follow them. Once I met the adults and staff at [the R2R program], you realize that they're your friends too, you know.** Of course, you have to give them respect, just like anyone else, but it made my relationship with adults better because I knew that yes, of course, I have to respect them, but they give me that respect back.



The program has bettered my relationships with my brothers, because I wasn't always on good terms with my brothers, but spending time at [the R2R program] **talking to the people, helped me realize that I had to like help mend my relationship with my brothers, otherwise they won't go in a good way.**



[R2R peers/staff are] like chosen family...[it] **really feeling like I have a community outside of my biological family...it teaches me what a healthy support system could look like.** People who actually want to see you succeed and hear about it like, that really is the space that I feel like [the R2R program] gives.

By the end of Year 3, evidence continued to demonstrate the quality of youth social support networks deepened for some youth, and were providing the foundation for other changes as indicated by increases in other PYD themes—i.e., stability, safety, hope/see a future. This is reflective of more mature/adult relationships and youth becoming more discerning about what constitutes supportive relational ties. This is consistent with youths' stated motivations to join R2R. Relational growth, safety, and stability were at the forefront of outcomes youth hoped to gain from program participation.

Supportive, nurturing, and intentional relationships did matter to youth. Merely looking at quantitative outcomes marked by increases or decreases, obscures a much richer and nuanced dynamic in the role of relational ties as a foundation or springboard for change in other dimensions of PYD.

# Youth Self-Defined Goal Attainment/Changes

Youth are not one size fits all. Their needs, motivations to participate in prevention and early intervention programs, and resulting outcomes will vary. Youth goal attainment findings presented here underscore the importance of investing in outcomes selected and defined by youth, and outcomes that do more than encourage youth to remain crime-free. These findings signal factors that may be most helpful to youth of color and other marginalized youth so that they successfully transition into adulthood and thrive in their community.

At pre-test, youth shared a total of 567 goals:

- 51% (n=179) of youth shared one goal
- 33% (n=114) shared two goals
- 16% (n=56) shared three goals

These goals were thematically coded. Figure 11 provides an overview of the five most prevalent themes at pre-test (including the number of goals within each theme and the number of youth reporting them) along with illustrative youth responses.

**Figure 11: Top Five Prevalent PYD Themes for Youth Program-Related Goals**



At post-test, youth reported statistically significant progress towards goal attainment both overall and for each of the top five self-defined goals. See Figure 12 presenting pre- and post-test mean scores.

**Figure 12: Mean scores showing significant progress towards goal attainment for each of the top five themes.**

PYD THEME	ACADEMIC IMPROVEMENT	SKILLS	VOCATIONAL ENGAGEMENT	RELATIONAL	SELF AWARENESS / REGULATION
p-value	<b>p&lt;0.0001</b>	<b>p&lt;0.00001</b>	<b>p&lt;0.0001</b>	<b>p&lt;0.0001</b>	<b>p&lt;0.05</b>
Pre-test	4.87	3.91	4.13	3.80	5.03
Post-test	6.40	6.37	6.27	6.83	6.87
n-size	72	59	38	32	30

Note: Goals scale ranges from 0 - "Just getting started" to 10 - "I reached my goal."

Youth clearly possess goal orientations that reflect their needs and emerging adulthood tasks, and R2R programming facilitates attainment of these goals. This finding underscores the importance of a process that privileges their perspective, and which offers an additional context for socialization, support, and exposure to a variety of youth development domains. Below are R2R focus group quotes that corroborate these findings:



*[The R2R program] did help me get into college—a four-year college – because I was planning on going to a community college to begin with. [Program staff] told me, “Oh, you should go to a four-year university.”, you know? **I didn’t know that was possible. It was one of my reach goals.** They kept on encouraging me to actually apply to a four-year university, and they helped me along the way. Not gonna lie— I was scared because I didn’t know what to do; so I just thought like the easiest way out would be community college, you know? **But that’s what they changed about me: to know that nothing is really impossible.** All you need to do is work really hard and you’ll get it. **[Academic Improvement Goal]***





***I don't think I would have been employed with youth. Right now, I have a job working with youth, and being at [the R2R program] actually inspired me to do that.*** Watching the counselors [...] changed my view on how counselors could be. I had a lot of counselors that were able to change my out view; and I'm actually working with youth now to do different activities and just stuff like that. So, I didn't think I'd be working with youth at this age, but I am now. **[Vocational Engagement Goal]**



***I didn't have anything financially planned. I had no job, no money. And with [the R2R program], I have a job, I just started working [...]*** and I got the scholarship pool that gives me money for college every year...I don't know how I was going to pay for college without [the R2R Program]. **[Stability Goal]**



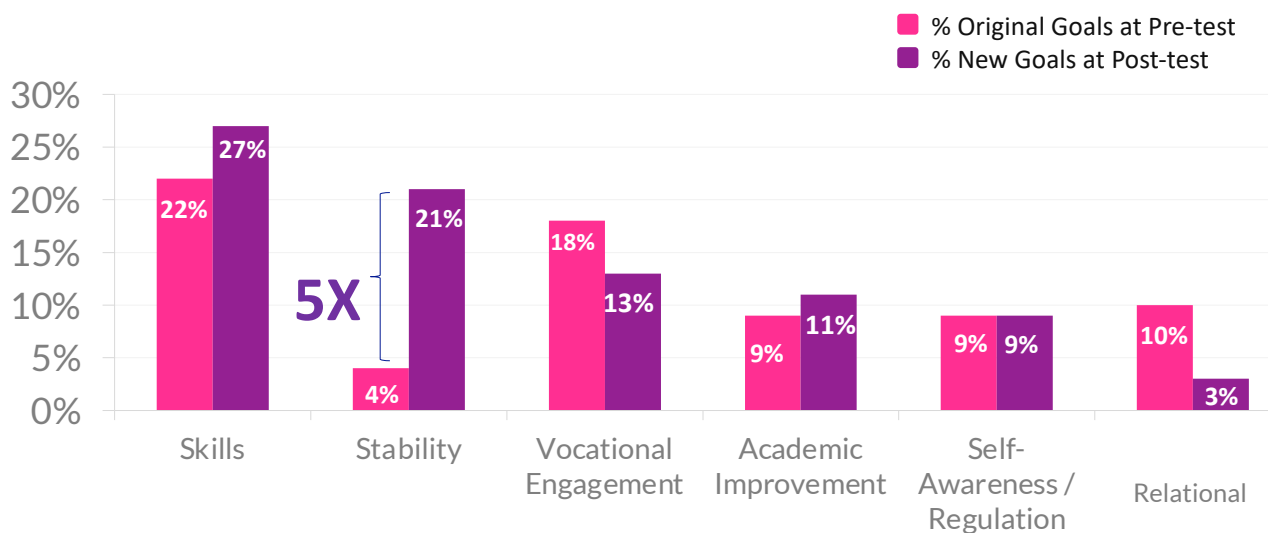
***[The R2R program] has helped me be more confident and has helped me grow. [...]*** **They helped me apply for a voucher, with Section 8; that's how I got my housing for me and my kids.** They helped me fix my car when it was broken so I could do Postmates and have an income. They're helping me get into school for phlebotomy. **[Stability Goal]**

## New Youth Defined Goals at Post-Test

At post-test, 87 youth (23%) identified 90 new goals. Among these, academic improvement and skills remained prevalent, but additional themes emerged, such as stability, maturation, healing, and critical consciousness, while relational decreased in frequency. In fact, stability increased by over five times (Figure 13). These findings signal a shift in emphasis from establishing relational ties towards the pursuit of challenging goals related to quality of life and having a future. Between pre-test and post-test, many youth made progress towards learning a trade/vocation/skill, improving their academic standing, and growing their relational support networks, which allowed them to shift their primary goals to foci related to stability (e.g., job attainment/promotion, securing housing, etc.). These conclusions align with youth focus group

responses (see above), where youth described how R2R programming helped them achieve their goals related to employment and scholarship support. These efforts, in turn, laid the groundwork for youth to secure housing, pursue their college degrees, etc.—all factors that R2R grantees said would emerge once the foundation of relational ties was established.

**Figure 13: Theme Frequencies of Original Pre-Test Goals Versus New Goals at Post-Test**



Promoting concrete positive youth development leads to long-term success in adulthood. These findings signal which factors may be most helpful to youth of color and other marginalized youth so that they successfully transition into adulthood and thrive in their community<sup>5</sup>. Merely being crime free is not sufficient. Youth deserve more and evaluations should discern more. Two youth could both be found to be crime free, but they may have very different realities (e.g., one is crime free, gainfully employed and with supports and hope; another is crime free, unhoused, unemployed and without hope).

5 Peters & Myrick, 2011

## Year 3 Youth Service Successes

All 49 R2R grantees reported meaningful youth programming wins throughout Year 3 that clustered into five themes: (1) provided emotional support and guidance; (2) achieved youth-defined goals; (3) deepened relationships with youth; (4) increased youth involvement; and (5) youth-led recruitment and new activities. By way of example, grantees shared the following:

### Provided Emotional Support & Guidance

Thirty-seven grantees (76%) shared accomplishments related to meaningful emotional support and guidance to youth throughout R2R Year 3. One grantee shared a representative story of the kind of emotional support and connection grantees provided:



*[Youth Y] knows that when she's with her [R2R program] group she can talk about fears that she has. She can talk about how she struggles with confidence sometimes and not feel judged. This is because [our program] accepts youth as they are and where they are. That's the beauty of this program. You don't have to have a high GPA in math or social studies, you don't have to write an essay to join, [our program] wants you to be a part of what they're doing because they see you, they see the gift in you, even when you don't.*



*[Program Staff T] often tells the kids that it's okay to have a bad day and share that emotion. He tells them that they don't have to pretend with [us] because everyone has bad days. This is a gift to children of all ages who are in school being tested, have to meet certain benchmarks every day, and are feeling less than because of their circumstances, be they grades or socio-economic status. To be part of a group that accepts all of who you are is liberating, self-affirming, and provides the building blocks of self-esteem, perseverance, and resilience that our youth will need to be successful in life.*

## Achieved Youth-Defined Goals

As acknowledged in the Youth Impact section of the report, R2R programs helped youth achieve their own defined goals. In addition to the youth surveyed in the Youth Impact section, 29 grantees (59%) shared highlights and success stories in which youth achieved their unique goals. Examples, like the ones shared by three grantees below, illustrate the wide array of goals youth:



*[Youth K] walked into our office at the beginning of 2020 with a mindset to change her circumstances by becoming stably housed and employed. After securing her housing in [the R2R program], she set a goal to return to school and further her career aspirations in the medical field once COVID ended. Although COVID did not end, [Youth K] persisted. She completed a medical assistant program and celebrated her recent graduation.*



*[Our program] has a participant that is gang affiliated and entered our re-entry program while in camp. [Our R2R program] navigator gained a positive relationship and worked with the youth on his future goals and helped prepare the youth and his family for when he is released. [Youth's] goals upon release were to gain employment, get a car and help his mother. The day he was released he went directly to [our program] and met with his case manager and navigator and went over all of the goals and probation conditions. Within a month of being released he obtained his California ID and gained employment as a pool cleaner. To date (6 months after release) the youth is doing very well and continues to work full time as a pool cleaner, works with his navigator on his goals, enjoys his job, purchased a car and helps his mother. He also spends less time with his friends on the streets. We are still working with him on his educational and life goals. We are proud of this young man and he only continues to grow.*



*A young lady in our program felt uneasy about racial slurs and discrimination she was hearing from her peers on campus. She connected with our College & Career Advisor and voiced her concerns. Through their conversation, the idea of a club came to mind. Mutually they agreed that a safe space needed to be created so that students can be educated about race, mental health and gender equality. The “Black Excellence Club” was created and our College & Career Advisor became the teacher on record. The young lady and our College & Career Advisor created flyers and walked around campus encouraging students to join the club. Students gradually became interested in the concept of the club by word of mouth. This club is now established on campus and provides more information and opportunities to students. For black history month, the club handed out books to its members related to leaders and people of color who have overcome discrimination.*

## Deepened Relationships with Youth

Twenty-eight grantees (57%) reported different ways in which their programming deepened youths' relationships with each other and with program staff. Below are two grantee comments that illustrate the spectrum of ways youth relationships deepened:



*The youth have expressed that they love [our program's] healing circles because they learn from one another and realize that there are others that feel the same way with the same life experiences. Youth shared their values, identified their strengths within themselves and their communities, and focused on issues weighing on them and their community. Participants also shared with their peers what they feel their futures hold.*



*We have been able to address [challenges with COVID and remote programming] by hosting collaborative, joint spaces. For example, [two of our R2R programs] held a joint membership retreat to help our youth members feel more connected. It helped to increase their peer support group. The retreat also provided an opportunity for our members to build teamwork, stronger relationships, appreciation for each other, and appreciation to have this space to learn together.*

## Increased Youth Involvement

Twenty-one grantees (43%) expressed ways in which they successfully increased the quality of youth participation and involvement in R2R programming. One grantee observed:



*As a result of being open again to in-person programming, [our R2R program] has witnessed the return of some youth who had been disengaged during the height of the pandemic. A major highlight has been [our] ability to provide paid internships to 20 youth over the quarter. Youth interns supported the planning, development, and implementation of six summer community outreach events. Additionally, they participated in academic, health and wellness, and financial literacy workshops. For many youth this was their first employment opportunity and afforded them with much needed income to support their family and themselves economically.*

## Youth-Led Recruitment & New Activities

Twenty-one grantees (43%) shared accomplishments in youth empowerment. R2R grantees developed increasing youth self-efficacy and shared ways in which youth directed their own program agendas, processes, and outreach. Examples like the ones shared by two grantees below are representative of the types of accomplishments reported:



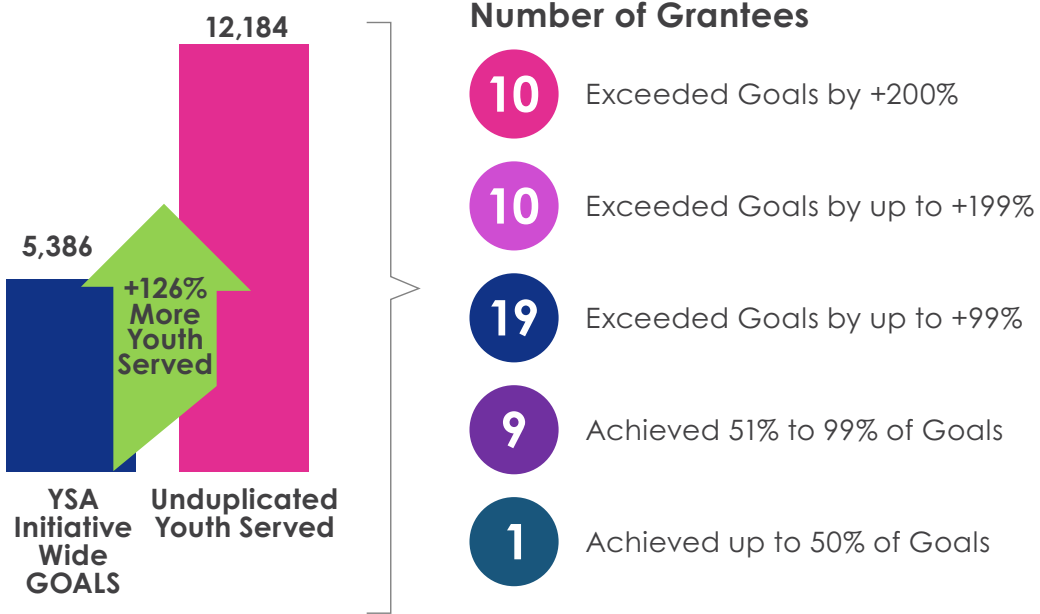
*Most of our programs are rooted in youth leadership, with youth taking on roles in facilitation and activity planning. This helps create a clear pathway for youth to grow in their responsibility for creating the space and provides roles to aspire towards.*



*Youth worked in the [R2R program group] which is a youth-led leadership group that allows for autonomy on youth activities. Together youth decided to pursue a [specific training program] which teaches financial literacy and entrepreneurship. Youth started a small snack bar inside the Club to help raise money for activities and are learning about keeping inventory, marketing, and keeping good records.*

# Program Impact

Figure 14: Accomplishment Tiers at Year 3



At the beginning of each project year, grantees provided objectives related to their end-of-project-year goals. Year 3 objectives addressed activities between July 2021 and June 2022.

- All 49 grantees provided a YSA objective, which identified a target number of youth served through organizational programming.
  - Across Year 3's YSA Objectives, grantees aimed to serve 5,386 new unique youth. By the end of Year 3, they served a collective 12,184 new unique youth—exceeding their goals by 126%.
- Three grantees provided an optional expansion (EP) objective, which identified new partnerships or program sites and/program activities.
  - Of the three organizations with EPs, two operated in school-based settings and one provided services in community-based settings. Collectively, by the end of Year 3, they successfully added seven program sites.
- One grantee provided an optional Designing & Launching a New Program (D&L) objective, which outlined their plan for new services/activities.
  - This grantee wanted to redesign their mentoring program to better meet the needs of their youth. After six months of deliberate research and screening, they identified an appropriate program

implementation model tailored for rural youth. By the beginning of Quarter four (April-June 2022), they had hired a new program coordinator who identified 30 local mentors to serve up to five youth each when their official launch occurred at the end of June 2022.

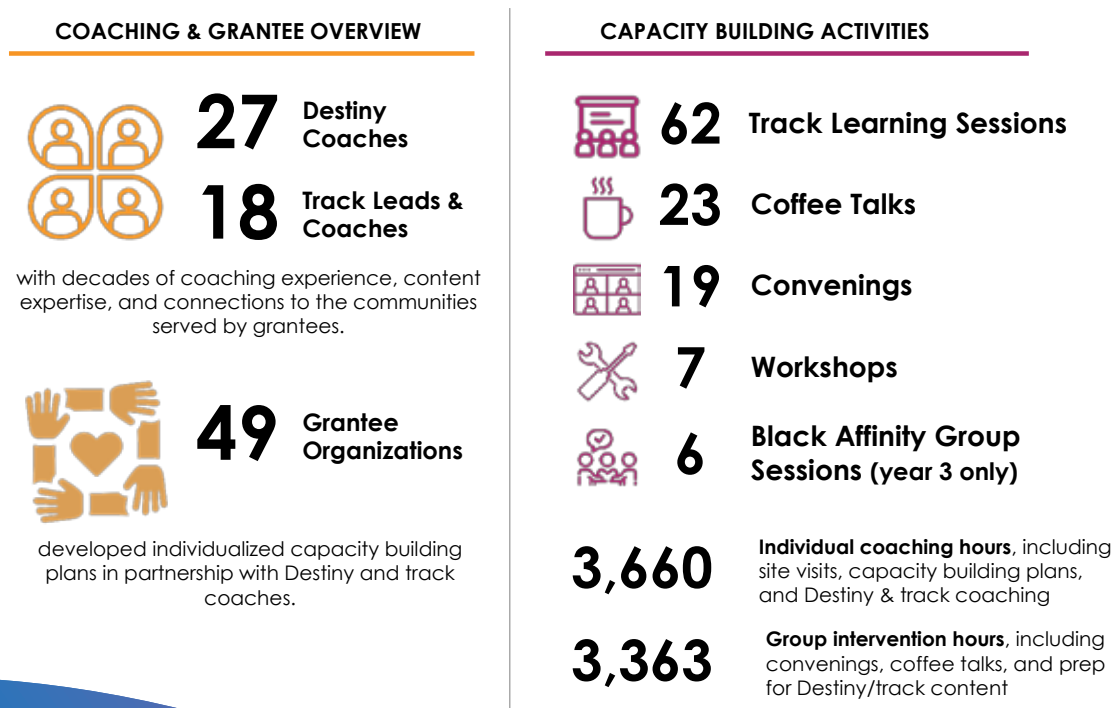
Despite major challenges, grantees rose to the occasion and continued meaningful youth services and activities in spite of rapidly evolving contextual factors and events throughout the implementation year.

## Organizational Impact

Since 2019, 45 R2R capacity building coaches and consultants have provided an array of supports and activities to build organizational capacity, increase staff knowledge and skill, create space for reflection, and build relationships among peers and partners in the L.A. County youth development ecosystem. Grantee and capacity building technical assistance milestones included:

- Over 100 unique activities,
- 3,660 total hours of individual coaching,
- 3,363 hours of group intervention, and
- Participation in annual goal setting sessions.

**Figure 15: Year 1-3 R2R Technical Assistance Milestones and Achievements**





# 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 three and nine months into the organizations’ grant periods. 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**

Ongoing limitations with the Probation’s contracting procedures directly impacted R2R’s ability to implement the program offerings with fidelity and without delays. For example, Probation requires that all staff associated with R2R complete a Live Scan background investigation at their headquarters in Downey, CA before they can start work. Compounding this challenge, Probation was only accepting appointments for Live Scans one day a week, resulting in delays up to a month or more for the R2R partners and grantees.

Another cause of implementation delays was Probation’s six-month contract delay in Year 2. These delays disrupted the original scopes of work, timeline, and curriculum development of our consultants. The consultants’ commitment and flexibility pushed them to drastically revise their program plans to align with contract approvals. Although it is unclear just how detrimental the disruptions and inconsistent services were to the initiative’s overall outcomes and success.

The result was a delay in the implementation strategy of Year 2 and the need to adapt a year’s worth of programming into six-months. Additionally, budget reserves had to be funneled to 20 of the 49 organizations whose grant renewals were impacted by the delays. Their Year 2 grant period did not formally launch until December 2020. These 20 grantees steadily increased the number of youth served and program touchpoints, but as the onset of the pandemic became more pronounced in Los Angeles County, 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 by 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



*In one instance, we had a student whose parents were both hospitalized due to COVID-related illnesses, and he was living with another family who shared some of his challenges. His openness was met with immense support from the group and also from one of the families that chose to help sponsor some of his needs and plans for college.*

*-Amazing Grace Conservatory*



### Pivots to Service Delivery

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, 20 organizations were 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:

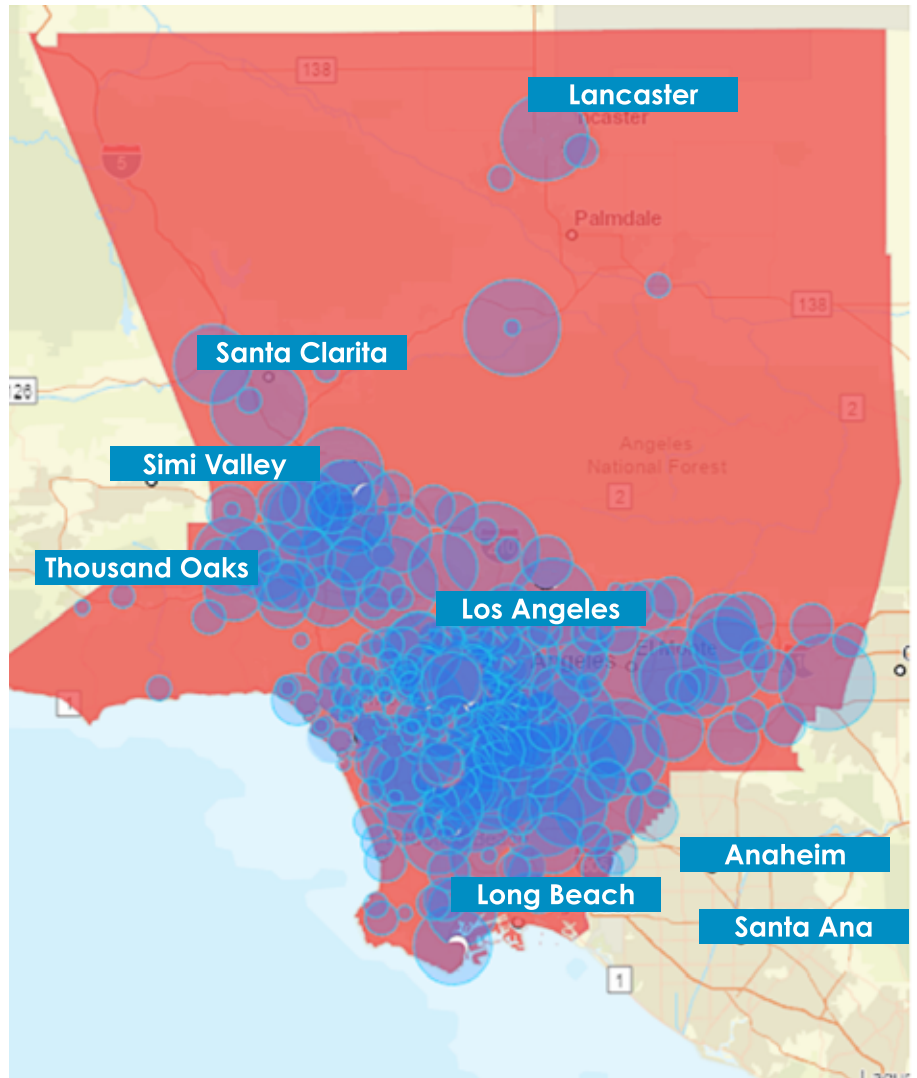
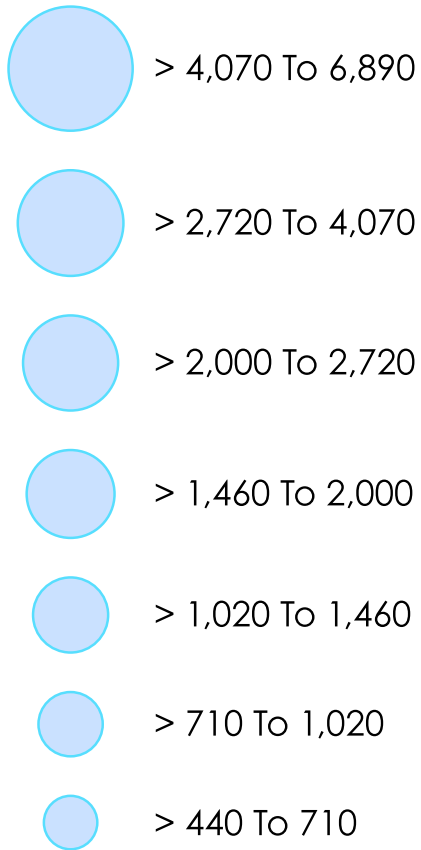
- Food provided or delivered
- Technology provided or delivered
- Technology support provided
- Healthcare supplies (e.g., personal protective equipment [PPE] and hand sanitizer) provided
- Case management provided (e.g., wellness checks)
- Other specific needs

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.

Organization Locations, with confirmed COVID-19 cases, LA County Figure 14

### Los Angeles County COVID 19 Confirmed Cases

23\_Oct



# Part V: Capacity Building Approach and Impact

## Background & Vision: Capacity Building

..... ” .....

*Communities of color and the grassroots nonprofits that serve them are on the front lines of addressing the most serious issues affecting US society. While they have made incredible strides, their influence can be magnified in communities far and wide through collective changes in how the nonprofit sector, philanthropies, and capacity builders invest in them.*

- April Nishimura, Roshni Sampath, Vu Le, Anbar Mahar Sheikh, and Ananda Valenzuela, “Transformational Capacity Building”

..... ” .....

For decades, community-based organizers, advocates, and direct service providers have shared a vision for a Los Angeles County that invests in young people. This vision includes working upstream to ensure public dollars reach communities before youth are system-involved and using community-rooted strategies with proven outcomes to enhance the well-being and livelihoods of all young people, irrespective of their zip codes. R2R has demonstrated that in order to invest in young people, public and private funders must also make direct investments in the health and strengthening of organizations and providers that serve youth.

Historically, white-led organizations receive significantly more funding, and more flexible funding than organizations with leaders of color.<sup>6</sup> This compounds the overall lack of investment in capacity building and organizational strengthening in general. The Black, Indigenous, and People of Color (BIPOC) led organizations that are less resourced are often the ones best positioned, ethnoculturally and geographically, to serve their local communities effectively. Arguably, by not

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<sup>6</sup> Dorsey, C., Bradach, J., and Kim, P. (May 2020). Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact on the Table.

investing in these organizations, philanthropy and government systems inadvertently funnel necessary funding and resources away from those best-equipped to identify and implement community-centered solutions.

Without critical capacity building funding, one Liberty Hill partner asked, “How do [organizations] pause and develop leadership, develop organizational structure, and really put in the longevity and sustainability elements that help them to do positive work within their programming?”

In 2017, the Juvenile Justice Coordinating Committee (JJCC) which governs JJCPA dollars, added new community representation to the voting body and made the bold decision to redirect funds away from systems of surveillance and punishment toward youth development and youth diversion programs. The comprehensive plan and budget that guides JJCPA funding mandates investment in primary prevention, focused prevention/early intervention, intervention, evaluation and infrastructure, and the capacity building of community-based organizations.

Capacity building cares for and supports organizations so that they have the tools, resources, energy, and systems in place to care for young people. It is the time and space organizations take to examine their own functions and identify areas of opportunity to serve young people better, more efficiently, in a way that is healthier for their own staff, and that continues to pull in sustaining funding. Capacity building initiatives play an important role in ensuring that organizations are equipped to effectively meet their missions by supporting efforts that enhance both internal organizational development and infrastructure, as well as external practice.

The R2R initiative, funded as a key capacity building strategy of the JJCPA funding stream, addresses these challenges and is the product of the long-term vision, advocacy, and collective strategy put forth by those closest to the ground. By pairing CCF's prolific grantmaking and infrastructure strategy with Liberty Hill's extensive experience launching and sustaining capacity building initiatives and programs, the foundations co-created the R2R to build the largest, most comprehensive youth development network in the county.

# The Capacity Building Team

Liberty Hill, in partnership with other learning partner consultants, oversaw the capacity building elements of R2R. In total, 45 capacity building coaches and consultants provided a comprehensive array of supports and activities designed to build organizational capacity, increase staff knowledge and skill, create space for reflection, and build relationships among peers and partners in the L.A. County youth development ecosystem.

The R2R consultants included the following:

- **Destiny:** Provided grantee-specific and cohort-wide technical assistance to help grantees increase the specific capacities needed to deliver stronger programs, including coaching support, convenings, coffee talks, etc.
- **Imoyase:** Provided program evaluation of capacity building efforts, in addition to the cross-site evaluation. Imoyase also supported organizational learning among the grantees and foundation partners.
- **Special Service for Groups, Inc. (SSG):** Developed core curricula and led the “Data and Evaluation” learning track and aligned coaching.
- **The Nonprofit Partnership (TNP):** Developed core curricula and led the “Strategic Planning” learning track and aligned coaching.
- **ChangeRaiser\$ Academy (partnership between Impact Philanthropy, LLC, and Swadhin Consulting):** Developed core curricula and led the “Fund Development” learning track and aligned coaching.
- **Revolve Impact:** Developed core curricula and led the “Communications” learning track and aligned coaching.

As the lead capacity building partner, Destiny played a crucial role in the development and design of a capacity building approach that met the needs of a diverse range of youth-serving organizations across L.A. County. The Destiny team, as well as all R2R learning partners, consistently reflected the ethnocultural backgrounds of L.A. County communities served by R2R grantees. Destiny brought a breadth of knowledge and experience in community and non-profit work, and many of its staff members had deep connections with the R2R communities that predated the initiative. Destiny centered its work using racial, gender, LGBTQ+, and economic justice lenses, and utilized asset-based approaches driven by results.

# The Capacity Building Model

Liberty Hill's comprehensive approach toward capacity building and hyper-responsiveness to the needs of its grantees was the first building block toward collaboratively creating a model that invested in the infrastructure of youth-serving organizations countywide. Capacity building, in the context of this initiative, is defined as the simultaneous provision of funding and technical assistance to non-profit organizations with the purpose of helping them increase specific capacities that allow them to deliver stronger programs, take risks, build connections in their communities, innovate, and iterate.

For more than a decade, Liberty Hill has been committed to growing the sustainability of community organizing by pairing grant funding with specialized training. Building on the capacity building framework and trainings created through its Wally Marks Leadership Institute, Liberty Hill refined its capacity building model to align more closely with the needs of the participating R2R organizations. In collaboration with Destiny, Liberty Hill co-designed a multi-prong capacity building approach for R2R that was rooted in the following principles:

- Identifying community assets and gaps in services.
- Engaging in strategic planning aimed at measurable results.
- Designing and implementing comprehensive and tailored leadership development.

Based on this model, the learning partners first had to understand the needs of the grantees and what was, or was not, being provided by private funders and government partners. Liberty Hill and its partners recognized that historic underinvestment has resulted in inequity, and that small-budget organizations struggle to devote time and resources to capacity building, no matter how necessary. To address this challenge, R2R partners ensured that capacity building strategies were closely linked with grantmaking investments that supported the overall sustainability of R2R organizations. The capacity building program was also aligned with the grantmaking cycle, implemented by CCF, from the start.

Liberty Hill and CCF combined funding and technical assistance in a way that rapidly increased the number of youths served in Los Angeles County, and did so by investing in the success and sustainability of the youth development infrastructure countywide.

# Capacity Building Objectives

## The capacity building objectives for R2R were as follows:

- 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.
- Grantee organizations will increase their capacity for collaboration, which will be fostered through peer-to-peer learning in a shared community of aligned providers.
- 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.

## Structure of Capacity Building

R2R focused on expanding grantee capacity across 14 interlocking core competencies—identified through a literature review—within four categories: 1) community culture and context; 2) organizational practice and values; 3) culture, race, gender, and class; and 4) social determinants of health. The racial equity, policy, and system lens served as the foundation underlying this capacity building model. The capacity building partners allowed each grantee organization to decide which of the 14 core competencies best fit their needs. The capacity building leaders then shaped the capacity building process around five primary components, listed below.

- **Assessment** – Each grantee engaged in a collaborative process with its capacity building coach to learn about the organization’s strengths, needs, gaps, and areas for growth. Coaches assisted grantees with interpreting the results of the assessments and creating a path forward. They also met to track successes and troubleshoot challenges throughout the program.
- **Capacity building planning** – Destiny coaches created individualized capacity building plans with staff members from various levels within the grantee organizations. Each individual plan outlined the primary focus of each year of activities, the goals associated with that focus, and the support needed to achieve those goals. Capacity building planning also included choosing a learning track. Learning tracks were initially only accessible to Cohort 2 in their first year, and eventually was accessible to all grantee organizations in Year 3 of the program.



- **Individualized coaching sessions** – Each organization received customized and responsive coaching and/or consulting to implement its capacity building plan. Each organization worked with its coach to direct the process and select its consultant experts.
- **Cohort-based convenings** – Representatives from various levels of the grantee organizations attended cohort-wide convenings (three to four annually) to focus on core organizational competencies and racial justice, and to share their experiences with one another.
- **Evaluation and reflection** – Ongoing learning and grantee self-reflection were present throughout the timeline of the initiative and helped both the overseeing partners and the grantees themselves adapt to program shifts and refine the capacity building model.

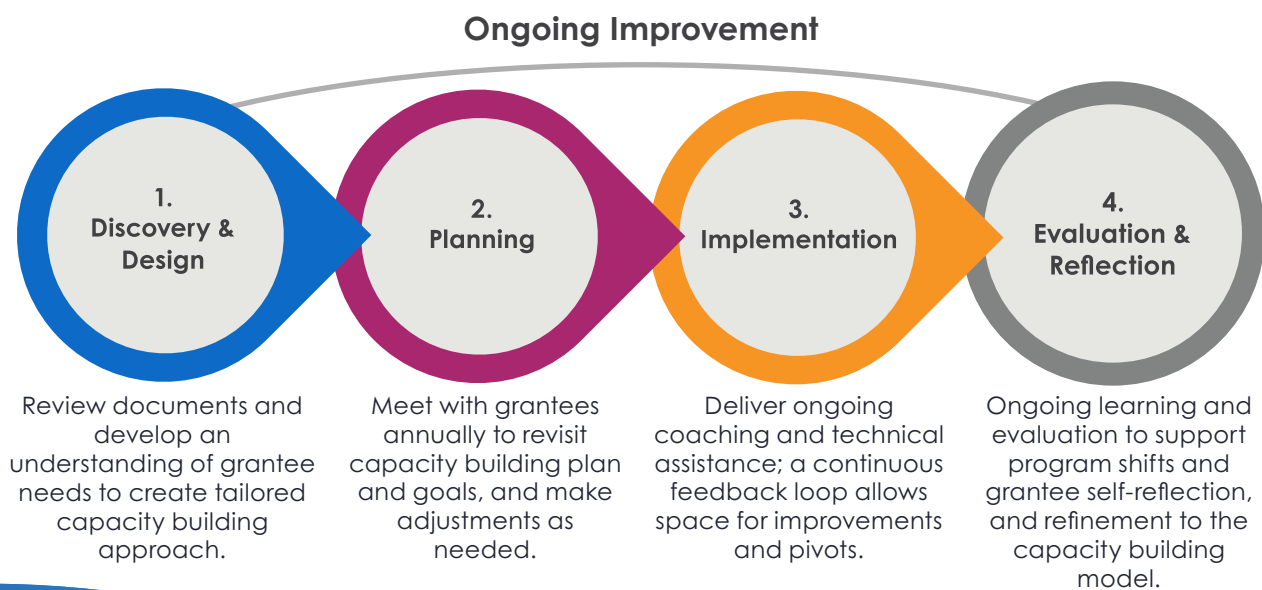
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*R2R saw us more than we saw ourselves. They connected us with other like-minded organizations and in the meantime our organizational budget has grown to over a million dollars. We learned how to use our internal resources more effectively. It helped us to take care of ourselves, so we could care for others.*

- Mar Vista Family Center

..... ”

**Figure 17: Four-Step Capacity-Building Process**



# Implementation

## **Convenings**

Cohort-wide technical assistance (TA) was provided primarily through convenings. These group convenings allowed grantees to engage in peer learning and develop competencies central to organizational development, such as racial equity. Convenings also supported connection and network development among like-minded organizations and professionals, giving them an opportunity to reinforce their learning and share their progress. For example, one convening introduced grantees to a funders roundtable, providing grantees the opportunity to ask questions and share information with key community funding partners. Grantees were also able to lift up key barriers that impact the growth of the youth development field, such as employee burnout/turnover, self-care, and leadership development.

## **Racial Justice Convenings**

The capacity building leaders created a three-part series of racial justice convenings and integrated them into the capacity building strategy to support grantees' efforts to address the root causes of social inequity. This aligned closely with Los Angeles County's commitment to Anti-Racism, Diversity, and Inclusivity. It was also a direct response to explicit requests from grantees to articulate racial equity in some capacity building goals.

The Racial Equity Learning Arc was designed to:

- set a foundation and build trust for all grantees to work on racial equity topics with one another;
- develop a deeper understanding of anti-Blackness and structural racism and how they impact the youth they served;
- shift organizational culture with respect to anti-Blackness and structural racism; and
- envision what is possible for L.A. County youth more broadly.

Grantee organizations were provided the space to explore these topics and engage in peer-learning about how they had integrated commitments to racial

justice within the work they do every day with the youth and communities they serve. Participants received resources both pre-convening and post-convening that supported their learning and growth. In addition, the coaches encouraged and supported R2R grantees as they sought to apply a racial equity lens to all capacity building growth areas.



*I felt for the first time that we had an emotional cheerleader. Often we work in environments that are anti-Black and rooted in systemic racism, and when you try to tell your story in this context it is so challenging, but R2R affirmed our impact. We opened a new center and doubled our budget.*

- Janet Kelly, Sanctuary of Hope



### **Coffee Talks**

Coffee Talks were participatory spaces for grantees to deepen and expand certain skills, develop youth engagement strategies, and share wisdom with each other. These spaces were highly successful and became a key capacity building offering for the duration of the initiative. They created space for community building particularly among staff working directly with youth who do not typically benefit from organizational capacity building activities. Coffee Talks also supported grantees as new and unexpected challenges emerged related to the ongoing impacts of COVID-19 and anti-Black police brutality. Coffee talks were facilitated either by R2R coaches or R2R grantees who shared their skill and expertise with their peers.

### **Black Affinity Group**

The Black Affinity Group was a six-session series in the third year of the initiative. This group created a unique space for Black-identifying staff from all grantee organizations to build relationships, collectively solve problems, and learn about group-driven topics. Each facilitated session focused on a series of open-ended topics, thus creating a space for participants to guide the conversation toward issues most pertinent to them at a given time. In line with all the offerings of R2R, this group originated from requests and needs expressed directly by the grantees.

### **Executive Director Peer Support Space**

The Executive Director Peer Support Space was an opportunity for executive directors from R2R grantee organizations to come together in a community of peers and connect on shared challenges of leadership, manage a staff in times of crises, share resources and insights, and hone professional skills. This space was hosted on two separate occasions to foster peer learning among R2R leaders. This space was created in direct response to requests from grantees to meet their evolving needs.

### **Topical Workshops**

Various workshops provided grantees with targeted information and learning, including a COVID-19 response series, as well as topical content (e.g., storytelling). In addition, workshops provided greater detail and coaching as additional grantmaking opportunities arose, such as dollars made available through the California Community Reinvestment Grants Program. Over the course of R2R, grantees accessed nearly nine million dollars from this funding source alone. Several workshops were also subsidized in Year 3, including Introduction to Coaching, Apricot 360, and Community Violence Intervention workshops.

### **Grantee Specific Coaching**

Participant organizations also had the ability to engage in one-on-one, customized coaching that drew upon comprehensive, specialized, and culturally competent coaching. In this way, participant organizations were able to make roadmaps for their own growth and choose the key metrics that were of particular importance to them. Participant organizations also had the ability to engage in one-on-one, customized coaching that was comprehensive, specialized, and culturally competent.

### **Individualized Capacity Building Plans (ICBPs)**

Each year, each grantee completed either an assessment or a reflection session and worked with their assigned coach to develop a capacity building plan. Each plan outlined capacity building goals and specific activities and supports needed to progress toward goals during the implementation period.

### **One-on-One and Organizational Coaching**

Coaches provided respectful, timely, consistent, focused, and responsive coaching at least monthly. They supported grantees by providing thought partnership, and identification of best practices, resources, or information. Finally, coaches encouraged regular self-reflection and learning.

## **Matching Consultants with Organizations**

Coaches vetted and matched consultant partners with grantees based on specific capacity building priority needs (e.g., program evaluation or organizational infrastructure). With flexible implementation funds, consultants provided grantees with a range of supports, from technical assistance to training.

## **Grantee Capacity Building Goals**

The R2R capacity building partners focused on expanding grantee capacity across 14 core competency areas, defined initially in the Destiny capacity building assessment process. As grantees began to identify areas of focus and implement their capacity building efforts, it became evident that, rather than stand alone, each of the capacity building areas worked in concert to move the organizational change needle. The interlocking and interrelated nature of the capacity areas revealed that support provided in one area can affect and influence outcomes in other areas—I moyase coined this the “capacity building ripple effect.”

## **Learning Tracks**

Within the cohort structure, Liberty Hill developed a learning track approach that allowed each participant organization from Cohort 2, and eventually all grantees in Year 3, to focus on one of four areas of in-depth learning theory: fund development, strategic planning, communications, and data and evaluation. The tracks complemented Destiny’s capacity building approach by offering targeted workshops aligned to grantee-identified needs. These workshops were delivered by additional partner consultants, referred to as Track Leads. Table 1 below provides a snapshot of the partners and offerings.

Each track lasted up to six-months with only 10-12 organizations participating in each. With the help of their coaches, organizations were able to select the track that best fit their capacity building plans. Providing small learning tracks is consistent with research on how adults learn this type of information best and allows participants to get more individualized attention. The benefit of having separate cohorts was that curriculum could be adapted and improved as learning progressed.

The Fund Development track, under the guidance of ChangeRaiser\$ Academy, provided fundraising training to help grantees learn how to compete for private and public funds more effectively. The Nonprofit Partnership provided curricula

and coaching for the Strategic Planning track, which helped grantees put together the initial steps to design their own strategic plans. Revolve Impact hosted a Communications track that focused on communications strategies to advance the impact of Los Angeles based youth development providers and ultimately reach their target audiences more effectively. Lastly, Special Service for Groups provided a workshop series for grantees to establish a shared understanding of evaluation basics and develop an organizational culture of data-driven decision-making.

**Table 1: Learning Track Approaches**

Consultant Partner	Learning Track	Description
Impact Philanthropy, LLC and Swadhin Consulting	Fund Development Track: ChangeRaiser\$ Academy	Participants selected from two curricula based on organizational budget size and readiness. Both programs included a range of topics, such as understanding the funding landscape and donor discovery, which were interwoven with individual coaching and interim assignments.
The Nonprofit Partnership and Community Works Consulting, Inc.	Strategic Planning Track	A multi-part series designed to support participants' learning related to the stages of strategic planning; what is needed to take on planning and develop a strategic plan; and how to approach strategic decision-making in the face of uncertainty.
Revolve Impact	Communications Track: Elevating the Voices of Individuals, Families and Communities through Storytelling	A five-session series focused on developing a communications framework on storytelling for social transformation. Each session included highly interactive content, peer learning, and was complimented by an online portal, bi-weekly office hours, and various tools and templates.
Special Service for Groups, Inc.	Data and Evaluation Track: Creating a Culture of Evaluation	A multi-part series focused on developing participants ability to create and fulfill evaluation goals and objectives through workshops, individualized TA, and peer learning.



*Since being part of Ready to Rise we tripled our organizational budget and doubled our office space. We have worked with Changeraisers to form a coalition of Antelope Valley orgs addressing the funding gap in our community collectively.*

- Matt Weber, Lost Angels Children's Project



## Public Workshops

Public workshops were open to R2R grantees as well as to any youth development, youth serving, and justice-oriented organization in L.A. County. These workshops often expanded upon what R2R grantees were already being exposed to in their coaching, but they were primarily designed to allow non-grantee organizations to be exposed to some of the same tools and strategies being utilized and developed by their peer organizations.

The outreach process consisted of focused outreach to organizations that initially applied to be part of the R2R initiative but were not selected as part of the cohort. This was intentional and consistent with the approach of R2R to build the youth development ecosystem of Los Angeles County, that extends beyond the limited resources of a cohort-based approach.

The planning and development of these workshops began in June of 2021, but the implementation of the bulk of the public workshop programming was delayed due to the nature of the contracting process for workshop consultants and facilitators. Workshop organizers developed a total of 12 workshops which were held between October 2021 and July 2022. The structure of the workshops varied according to topic area and curriculum, with some hosted as one-day workshops and others as multiple, scaffolded sessions that built a foundation of introductory knowledge and resource sharing.

Workshop topics included the following:

### **Communications** – led by Revolve Impact

- Introduction to Communications (one session)

**Grantwriting** – led by Velocity Ink, LLC.

- Effective Grantwriting Strategies for Rising Nonprofits (one session)

**Financial Leadership and Board Development for Nonprofits** – led by Marla Cornelius

- Financial Leadership for Board Members (two sessions)
- Board Recruitment and Officer Succession (one session)

**Donor Development, Engagement, and Fundraising** – led by Liberty Hill

- How to Build a Solid Fundraising Plan (one session)
- Donor Engagement and Donor Stewardship (one session)
- Launching a Successful Fundraising Campaign (one session)

**Healing Justice and Resiliency for Nonprofits** – led by Lumos Transforms

- Anchoring in Resilience (four sessions)

### **Contextual Factors That Influenced Implementation**

The global COVID-19 pandemic, ongoing stay-at-home orders, and multiple instances of anti-Black police brutality all took place during the implementation phase during the first year. Delays created uncertainty and created gaps in programming delivery and planning. The result of this on the capacity building strategy was a delay in the implementation of capacity building during the first year and the need to adapt a year's worth of capacity building into six-months of programming. The capacity building strategy during Year 1 was not able to formally launch until January 2021, six months after the intended start date. All trainings and workshops were shifted to virtual settings as a result of COVID-19 and stay-at-home orders. Please reference the COVID-19 Pandemic and Pivots to Remote Service Delivery section for additional details.



*We lost all our funders during COVID after we had just started gaining momentum. R2R became the foundation that kept the lights on. It floated us to help keep team members' jobs secure and stay true to our mission to support the communities we serve. We have now regained all our funding, two large government grants and have increased our budget by a factor of six.*

- Kandee Lewis, Positive Results Center





## Evaluation Overview

In order to evaluate learning as the initiative began its implementation phase, Imoyase was tasked with designing process and outcome evaluation tools that would allow the capacity building leaders to understand the impacts of R2R on the 49 grantees over the three-year program phase. Imoyase used a mixed-methods approach, between 2020 and 2022 to understand how the R2R work was progressing, successes and challenges associated with implementation, and key impacts and lessons from this public-private partnership.

Imoyase published a series of yearly reports for R2R's cohorts, highlighting areas of growth for organizations and the outward impact of that growth in terms of the unique number of youths served and the number of touchpoints they had with grantee organizations. This information was pivotal in helping refine the capacity building processes of R2R and in helping them assess the overall impact that this program has had on youth served in the County.

As the program evolved, the methods of evaluation Imoyase undertook also evolved. What has remained the same over the course of this program is Imoyase's documentation of the successes and challenges of implementation, the ways that stakeholders have adapted to an unpredictable implementation landscape, and the key lessons learned that are related to large-scale partnerships with Probation.

Imoyase conceptualized the evaluation highlighting three process questions and two key outcome and summative questions to track program progress, as outlined in Table 2.

**Table 2: R2R Capacity Building Evaluation Questions**

Process Questions	<ol style="list-style-type: none"><li>1. What were the initial capacity building goals identified by R2R grantees during the reflection assessment phase?</li><li>2. What were the capacity building priorities worked on by R2R grantees during the coaching and training phase?</li><li>3. What capacity-building strategies were provided to address these needs for R2R grantees?</li></ol>
Outcome & Summative Questions	<ol style="list-style-type: none"><li>1. What <b>changes</b> in organizational capacity occurred for R2R grantees in response to the capacity building efforts?</li><li>2. What <b>lessons</b> were learned about capacity building with R2R grantees?</li></ol>

## Capacity Building Outcomes and Impact of R2R



*We are seeing the benefits of the investment that the County has made by redirecting Probation dollars that criminalize and penalize our young people to instead holistically support them. Redirecting funds to support social-emotional health, leadership development – these are the types of investments we need to see so our young people know they have spaces where they can go, where they'll be safe, have a sense of belonging, and places where they feel they can authentically grow into themselves.*

- R2R Grantee (provided anonymously as part of the evaluation)



R2R brought together two foundations, dozens of experienced partner consultants, diverse countywide grantees, and the County of Los Angeles to create a unique program that led to meaningful and measurable outcomes. Grantees found the intentional and multilayered capacity supports to be highly effective in supporting their organizational growth and reported that this support will bolster their ability to serve youth in the years ahead.





Over the three program years, partners and grantees established deep relationships and continued along the capacity building journey, as the programming intentionally shifted to better meet grantee needs and respond to contracting delays. The following section describes a selection of key outcomes and overall changes to organizational capacity resulting from this intensive, and impactful work, including:

- changes to organizational knowledge and skill;
- organizational culture shifts due to R2R's racial equity focus; and
- overall effects of capacity building investment from the start of the program.

## Building Organizational Knowledge and Skill: Tracks

Capacity building tracks were a core facet of the capacity building model for 29 grantees in their initial 18-month implementation period and became a core facet for all 49 grantees in Year 3 of R2R. Four track leads led content-specific trainings for grantees between December 2020 and June 2022.<sup>7</sup>

**Table 3: Learning Track Enrollment and Total Participation by Topic**

 <b>Data &amp; Evaluation</b>	 <b>Fund Development</b>	 <b>Marketing &amp; Communications</b>	 <b>Strategic Planning</b>
<b>21</b> grantees	<b>39</b> grantees	<b>14</b> grantees	<b>9</b> grantees
<b>50</b> participants	<b>80</b> participants	<b>80</b> participants	

Track attendance data was limited to Year 3 only. It does not include Year 2 track involvement and therefore represents an undercount. Further, Year 3 data is also an undercount due to the abbreviated reporting timeline noted previously. For further details on Year 1 and 2, please reference the respective reports.

Overall, grantees participating in the tracks found the track content and support useful to their work. At the end of Year 2, grantees were asked to assess the extent to which participation in the track impacted their organization's capacity using four capacity rating levels. As figure 18 shows, grantees (N=29) rated the organizational impact of their track participation at the higher levels of capacity (i.e., levels 3 and 4). In other words, as a result of track participation, grantees operationalized their knowledge gained by developing mechanisms and tools that they then implemented or planned to implement.

<sup>7</sup> From 2020-2021, three grantees did not to participate in a track due to limited organizational capacity. From 2021-2022, one grantee did not participate in a track, for similar reasons. During both years, the track content was collapsed from a 15 or 12 month period to six months or less. Liberty Hill recognized that this was an increased burden for grantee organizations and their staff. Track attendance data was limited to Year 3 only. It does not include Year 2 track involvement and therefore represents an undercount. Further, Year 3 data is also an undercount due to the abbreviated reporting timeline noted previously.

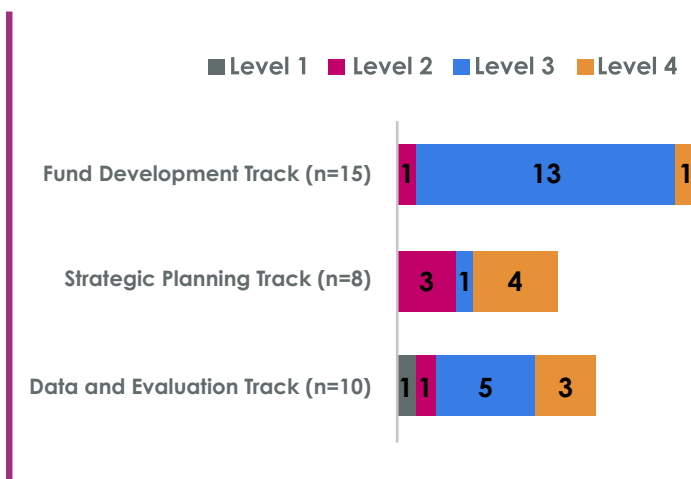
**Figure 18: Impact of Tracks on Organizational Capacity, Post-Only (Year 2, Cohort 2)**

**Level 1 (low):** We don't know basic terms, concepts and approaches in this capacity building area.

**Level 2:** We know basic terms, concepts, and approaches, but we haven't development any mechanism or tool to operationalize them or provided training for our staff.

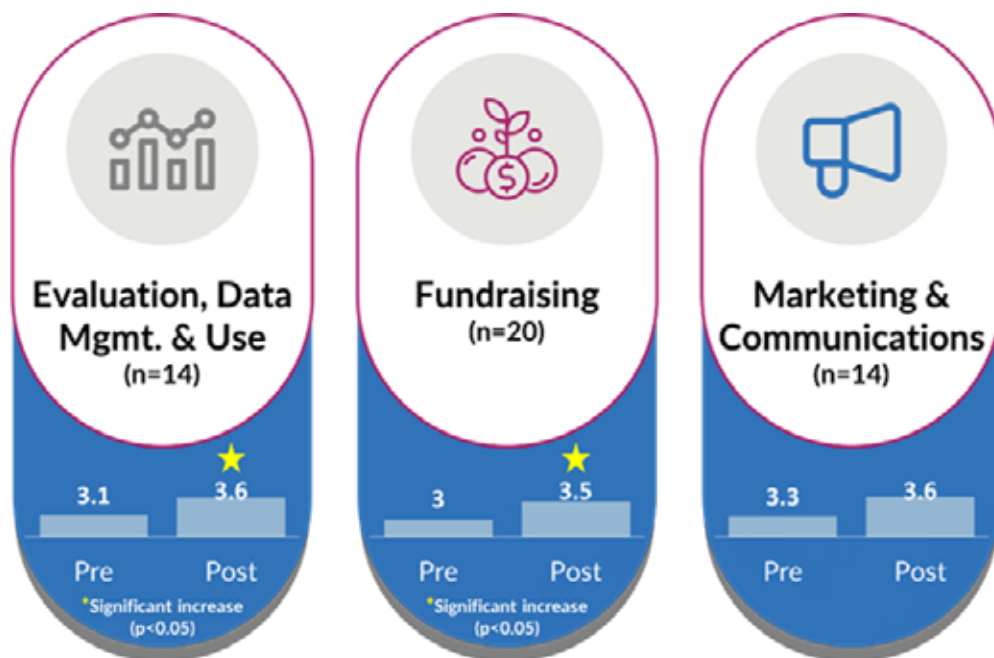
**Level 3:** We have developed some mechanisms or tools, but they are not yet widely used (either because they are not yet complete or our staff are not trained).

**Level 4 (high):** We now have mechanisms or tools that are effective and meaningful, and staff are invested in using them.



Year 3 evaluation data indicated trends in track impact on all R2R grantee organizations. Figure 19 displays the change in average organizational capacity score from baseline (October 2021) to follow-up (May 2022) among grantees that participated in a Year 3 track. Using the same set of capacity rating levels included in Figure 18 above, grantees saw an increase in the average capacity score across all three tracks. Two were statistically significant and the third trended in the right direction. This shift in score implies that track-specific

**Figure 19: Year 3 Track-Specific Capacity at Baseline & Follow-up**



**Table 4: Year 3 Track Learning Outcomes**

Learning Track	Description
<b>Data and Evaluation</b>	Participants developed new knowledge related to the importance of data and evaluation. They leveraged the track to develop new and/or refine existing evaluation tools and resources, including survey tools, indicators and metrics, logic models, and more effective database infrastructure that align with the work their organizations do.
<b>Fund Development</b>	Participants increased their fundraising and gained necessary knowledge and skills related to expanding their fundraising platforms and donor bases. During the course of the initiative, organizations began to put lessons learned into practice, especially after the pandemic had an adverse effect on their funding sources. Many grantees shared that during the R2R program that they doubled their budgets, gained new government funding, and accessed new sources of philanthropic funding.
<b>Communications</b>	Participants in this track began to use social media accounts more effectively, crafting communications plans and frameworks that allowed them to target the populations they serve. Several grantees received more engagement with their existing base and successfully engaged new partners.

Year 3 evaluation data shows that grantees found track curricula and the support they received within these cohorts useful and relevant to their work. Outcome data showed that grantees were equipped with knowledge in each of the tracks to develop mechanisms and tools that they could operationalize within their own organizations.

Grantees reported an increased understanding of the impact that data can have and the importance of ensuring that their organizations create and implement structures that allow for the collection of quality data. Additionally, reflections on the fundraising track showed that grantees gained confidence in their ability to maximize their fundraising potential and could better identify their strengths in this area. As a result of the communications track, one grantee reported that their staff now understands the value and importance of collecting stories to show impact, and are regularly collecting stories to show the impact of the work.

## Changing Organizational Culture: A Focus on Racial Equity

*The timing of R2R with our own organization's work on racial equity was perfect...I would never think that a grant like this could have the impact that it did on [my organization's] racial equity work, through the support of having a coach and going through the Destiny-led convenings.*

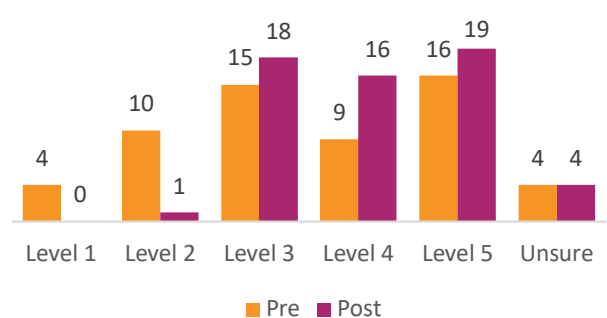
- R2R Grantee (provided anonymously as part of the evaluation)

- Focusing on racial equity was a key component of the capacity building model created for R2R and its impact on the grantees' knowledge of systemic racism and anti-Blackness cannot be overstated.
- Organizations demonstrated a strong commitment to the racial equity convenings through active participation, with nearly 100% of organizations participating in convenings.
- Destiny coaches had a clear understanding and appreciation for the fact that racial justice, race equity, economic justice, and gender justice were at the heart and soul of everything we were going to do.

Year 3 findings show that the majority of participants (of the 38 grantees surveyed) were comfortable talking about racial equity and anti-Blackness at baseline, with a few knowing little to nothing about the basic terms, concepts, and approaches related to these topics. After participating in the convenings, respondents' personal capacity talking about racial equity and anti-Blackness shifted. Shifts indicated greater ease conversing about these topics and the intentional creation of space by participants to talk about these topics.

**Figure 20: Changes to Personal Capacity Pre- and Post-Convening (n=58 respondents; 38 grantee organizations)**

**Level 1:** I don't know basic terms, concepts and approaches related to white supremacy and anti-Blackness.  
**Level 2:** I know basic terms, concepts and approaches, but don't feel comfortable talking about them.  
**Level 3:** I feel comfortable talking about these topics if it comes up.  
**Level 4:** I make intentional space to talk about these topics.  
**Level 5:** I take action to address these topics.



There were also changes to organizational capacity, according to survey data for the 38 grantees. Pre-convening, a majority of respondents felt that their organizations either did not have the mechanisms or tools to address systemic racism and anti-Blackness or, if they did, they were not effective and were not a part of the organization's practices and culture. In contrast, post-convening, a majority of respondents believed that their organizations were implementing some of the mechanisms and tools available to address programmatic and organizational issues around systemic racism and anti-Blackness.

**Figure 21: Changes to Organizational Capacity Pre-Convening and Post-Convening (n=58 respondents, 38 grantee organizations)**

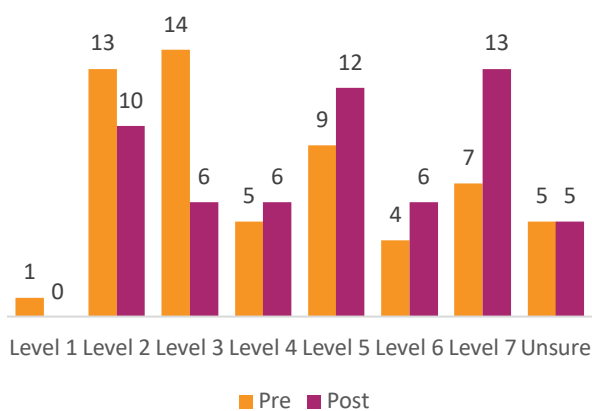
**Level 1 (low):** My organization doesn't know basic terms, concepts and approaches related to white supremacy and anti-Blackness.

..

**Level 4 (med):** My organization has mechanisms and/or tools to address white supremacy or anti-Blackness, but they are not effective and/or not a part of the organization's behavior, practice and culture.

..

**Level 7 (hi):** Attention to white supremacy and/or anti-Blackness is part of any decision-making in my organization's internal operations and approaches to working with our community and partners.



### Understanding the Overall Effects of Capacity Building

Over the three years, R2R grantees have worked to build the organizational infrastructure, staff capacity and leadership, and technical knowledge and skill to position themselves as leaders in the L.A. County youth development ecosystem. The combination of capacity building supports, including coaching, tracks, and activities designed to bring grantees together to support partnership development, has paid off tremendously.

**All 49 grantees (100%) reported specific and meaningful capacity building change in at least one core area as a result of their work in the R2R capacity building initiative.** Grantees' self-reported progress captured the extent to which they witnessed meaningful capacity building change over time. Several important findings emerge when looking closely at the overall capacity building change data.

- Most grantees (88%, n=43) reported organizational changes that aligned with their primary goals identified at baseline.
- 77% (n=33) of the grantees that reported changes in their primary goal at baseline had illustrative, concrete examples of change related to their initial need or goal area.
- 23% (n=10) of the grantees that reported changes in their primary goal at baseline provided fewer concrete examples of what change looked like, but reported that organizational change occurred, nonetheless.

Overall, all 49 grantees worked toward and documented specific organizational change related to a range of two to 11 unique capacity building areas. The top six capacity building areas identified by grantees are shown in Figure 22 below.

**Figure 22: Capacity Building Areas**



Grantees documented changes to Human Resources and Organizational Structure and Culture most consistently over the course of R2R, even when they were focused on a programmatically driven primary goal. In other words, TA provision in any one area almost always impacted grantees' internal staffing, structures, and operations; the ways in which they communicated and reinforced their organizational beliefs and values among staff; and the development and implementation of their programming.

Grantees worked on a diverse range of topics and activities as part of their capacity building plans including: staff development and skills-building, board development, human resources and role clarification, building a culture of data, race and gender equity support, strategic planning, organizational infrastructure, and more.



Some of the main tactical organizational improvements that grantees felt were a result of their involvement in R2R included the following:

- Development of fundraising tools and systems;
- Creation of meaningful evaluation indicators and systems to support consistent and streamlined data collection and reporting; and
- New structures for boards of directors.

Table 5 below provides a snapshot of the types of change grantees reflected upon over the course of their participation in R2R. The table includes the primary grantee goal determined at baseline, their reflections on the question above related to holistic progress, and the different capacity building areas for which they indicated organizational change.

**Table 5: Examples of Grantee Progress: Baseline and Now**

At baseline...	Now...	Capacity Building Areas of Focus
<p>Our organization will increase its Marketing and Communication capacity by having an integrated and dynamic organizational brand that shapes all social media presence (including the website); is central to community outreach and presence; and facilitates individual donor fundraising.</p>	<p>“[Our organization] was able to: (1) create a new a website, which enhanced the organization’s visibility, marketing and accessibility; (2) Develop a 3–5-year Strategic Plan; (3) Deepen the awareness and learning of staff through forums provided by the coach.</p> <p>Additionally, Social Justice reforms occurred during COVID and provided the opportunity for staff to bond on a deeper level creating a more cohesive team. Destiny was a great support for the senior staff and helped tremendously with guiding us...</p> <p>The impacts above are a direct outcome of the capacity building garnered from the support R2R provided which helped [us] to leverage more resources for [our program]. R2R linkages to other funders enabled [us] to develop new relationships and increase incoming grants, including more support for [our program]. Hence, [we were] able to increase staffing, serve more youth, and offer more services.”</p>	<ol style="list-style-type: none"> <li>1. Marketing &amp; Communications</li> <li>2. Fundraising</li> <li>3. Goal Setting (inc. Strategic Planning)</li> <li>4. Human Resources</li> <li>5. Organizational Culture</li> <li>6. Partnership Development</li> </ol>
<p>We will increase strategic program integration and alignment by having a more integrated culture between our core youth program areas in order to build more sustainability in their work and team culture.</p>	<p>“Coaching has given [us] the chance to change the dynamic of the team into a more pleasant and democratic working environment. Helping us understand ‘where one another are’ and ‘want to be’, professionally and personally, has allowed for a more compassionate working space, and therefore a more collective and competent space to work.</p> <p>The Communication track made us feel as if we can start, produce and promote any event or meeting. This has benefitted [our program] the most with tangible changes, like the creation of our social media accounts and transforming our, once weekly newsletter, that had a 25% open and click rate, to a monthly newsletter with an open and click rate of 72%...R2R’s capacity building efforts have developed our youth department into a more efficient body.</p> <p>Through the grant... [we] have built an organizing and political education machine that has allowed [our organization] to have a larger, more engaged and wider spread youth base. With this base we are able to address a multitude of socio-economic issues that are directly affecting the youth and students in South LA.”</p>	<ol style="list-style-type: none"> <li>1. Community Engagement</li> <li>2. Marketing &amp; Communications</li> <li>3. Human Resources</li> <li>4. Organizational Culture</li> </ol>

## Grantee Reflections on Capacity Building Activities

In May 2022, grantees were asked to rate and reflect on all capacity building activities provided by R2R and to identify the top three that most meaningfully impacted their organizational capacity. Of the activities provided, Destiny's coaches, track curriculum and materials, and grantee convenings were quantitatively ranked highest (Figure 23).

**Figure 23: Top Capacity Building activities (n=49)**



The overarching themes in respondent feedback point toward the following:

- Tangible impacts that resulted from the tracks and the benefits of resources to which organizations would normally not have access (n=25 respondents).
- Valuable relationships between grantees and their coaches (n=22).
  - Some coaches provided tactical support while others provided deep listening spaces for grantees to share their concerns about unforeseen events such as COVID-19.
- The importance of access to peer engagement and learning spaces (n=22).
  - One coach reported hearing that grantee staff were able to come together and feel supported in the work that they do.

## Building a BIPOC (L.A.-based) Coaching/Consulting Community

Destiny was intentional about building a community of BIPOC coaches — a decision that the R2R coaches agreed leveled up and sustained their ability to support grantees. The community provided an emotional container for coaches/consultants to feel connected to each other as people and justice-oriented practitioners in the field. It established trust, connections, and relationships. The relationships between coaches was essential to their ability to

share resources, seek support from one another, check in on each other's capacity, and tap into the immense skill-sets and gifts within the R2R coaching community. The R2R grantee needs were both specific and broad, covering such challenges as staffing, organizing/advocacy during COVID, business model, board dynamics, program development, etc. No one coach/consultant could effectively meet all the needs, however, amongst the 45 R2R coaching collective, they were able to use each other to support grantees across numerous organizational challenges.

### **Challenges of Capacity Building**

Probation delays and requirements made implementation of the available resources difficult for some organizations, especially smaller ones. Larger organizations had less trouble with this aspect, but feedback from smaller organizations suggests that they were not able to participate as much as they wished to, given the consolidated nature of programming into a short period of time.

The effects of COVID-19 on staff and youth served, especially during Year 2, were pronounced and hampered implementation of learning for grantees. Limited staff capacity also posed a challenge. Staff for some grantees were spread thin across multiple roles and some organizations had staff turnover that made capacity building challenging. Grantees also expressed a level of difficulty generating the organizational and leadership buy-in necessary to support the capacity building changes needed. For some grantees, this was a larger impediment than for others.

### **What Needs Remain?**

While all R2R grantees saw notable progress as a result of their participation in the initiative, organizational capacity building is ultimately an ongoing and iterative process. As organizations work toward any given goal, the process of self-reflection coupled with excitement about new tools, systems and/or infrastructure, may encourage them to continue identifying new next steps on their individual capacity building journeys. Additionally, the short time horizon of certain capacity building activities through R2R, especially the tracks, means that many grantees are still working in real-time to implement and operationalize new knowledge gained within their organization and teams.

Grantees expressed various related needs and gave suggestions for how to adjust the capacity building structure to best respond to their reality and needs:

- Some grantees would like to have had a stronger leadership role, e.g., they would like to lead/facilitate workshops in areas where they hold expertise. In Years 2 and 3 Destiny contracted with six grantees to provide skills building workshops, and there is additional interest to continue those efforts.
- They would like more streamlined scheduling and assessment of their capacity for the frequency and duration of events, e.g., there could be better coordination and partnership to ensure that grantees are able to take on the time commitments of the initiative.
- Grantees think stronger coordination and communication between the partners and grantees would be helpful as funding winds down, e.g., one grantee was unsure of next steps to take as the funding stream ended. Although funders and consultant partners provided informational sessions related to funding changes, creating more intentional opportunities for dialogue among grantees about the implications associated with the end of funding may have been helpful, particularly for smaller organizations.

### **Summary of Key Outcomes for Grantees**

Year 2 technical assistance milestones include best-estimate hour calculations based on coach and consultant tracking. Additionally, these milestones do not include hour estimates from the fund development track as data was not available at the time this report was developed.

At Year 3, the grantee and capacity building technical assistance milestones included:

- 100% of R2R grantees reported specific and meaningful capacity building change in at least one core area as a result of their work with Ready to Rise (n=49)
- 100+ unique activities provided
- 3,660 hours of coaching
- 3,363 group intervention hours
- 276 unique staff engaged in Year 3 activities

- 118 individualized capacity building plans that served as roadmaps for grantee organizations (1 per organization per year)
- Raised nearly \$9 million from the California Community Reinvestment Grants Program, with many organizations doubling their budgets (or more)
- An increase in knowledge of systemic racism and anti-Blackness, as well as implementation of tools to address them
- In addition to services and supports provided to grantees, R2R also facilitated 6 public workshops open to youth development providers countywide

## Conclusion

R2R provided an opportunity for diverse organizations across Los Angeles County to increase their organizational awareness and capacity to provide high-quality, evidence-based and community-informed direct service interventions to over 25,000 young people. Grantees rose to the high expectations of the program during a global pandemic and racial justice uprisings by coming together, building a shared community of support, and relying on each other for guidance, feedback, formal partnerships, and new ideas to tackle the next challenges facing the young people they serve. As R2R grantees bolstered their technical skills, understanding of racial equity, and internal systems, including their human resources departments and organizational cultures, they simultaneously grew their organizational budgets and accessed new funding streams. Grantees accessed new state, county, and private dollars that will ensure their long-term sustainability and ability to meet more needs of youth in their communities of origin.

# Part VI: Recommendations

R2R grantees demonstrated the power of their collective efforts, showing up stronger and providing critically important services to youth even in the face of a global pandemic. Five key recommendations emerged from lessons learned on what it will take to promote and sustain system-wide change.

**Recommendation 1:** Crafting intentional partnership between philanthropy, youth-serving organizations, and a culturally diverse capacity building team is core to youth development work. The strength of R2R lies in partnership imbued with a deep commitment from all partners to replace the traditional structures of youth incarceration with new systems and strategies to support youth healing and growth. Innovation requires a deep commitment from all partners to work toward collective alignment. It also requires strong leadership by philanthropic funders willing to explore needed shifts in deeply entrenched systems, within which Probation currently operates.

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**Recommendation 2:** Intermediary funders play a critical and bridge-building role that cannot be overstated, opening the door for smaller, community-based organizations to receive and meaningfully utilize County funding. Although the role of intermediaries and third-party administrators (TPA) in philanthropy is not new, R2R provides insight into how the TPA model can be leveraged to promote policy and systems change within traditionally County-funded and -operated models. Because of the efforts of Liberty Hill and CCF, R2R grantees were able — some for the very first time — to access County funding, creating pathways to strengthen organizational capacity and, by extension, youth service delivery.

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**Recommendation 3:** Funders can create the conditions for grantees to build capacity but must recognize that long-term and sustainable organizational change requires time, trusted relationships and a growth mindset. R2R grantees worked with their capacity building partners to identify realistic, tangible, and actionable goals to serve as the “north star” for their work. The goals that grantees developed in partnership with Destiny

coaches played a critical role in their organizational development and served as the springboard for progress toward priority capacity areas as well as ripple effects that grantees saw beyond their primary goal of focus. While all 49 grantees made meaningful progress during the initiative, funders and partners engaged in this type of work would do well to remember that “growth doesn’t happen overnight.” When funders operate from a stance of openness to what can emerge, a grantee’s choice to change direction or reevaluate a goal in real time can be viewed as an indicator of success.

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**Recommendation 4: Continue to invest in ethnocultural and geographically diverse organizations to most effectively support young people to thrive.** Central to R2R was the desire to create a stronger and more robust ecosystem of positive youth development organizations that will be better equipped and resourced to serve L.A. County’s young people. Key to the ability to serve young people effectively was the breadth of grantees, their proximity to young people’s communities, as well as the cultural connection to many of the young people they serve. Grantees demonstrated the many ways in which improved organizational capacity altered their program delivery, influencing how organizations and their staff interacted with and served young people. Changes included creating environments that support staff wellness so they can better support youth; creating new infrastructure to enhance youth services; and garnering new funding to strengthen organizational impact overall.

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**Recommendation 5: Transforming the youth development system requires that all stakeholders—including the L.A. County Probation Department—embrace an organizational change and growth mindset.** R2R presented a critical opportunity to expand access to community-based programming with the potential to transform aspects of the juvenile justice system. Funders have already seen incremental wins when it comes to contracting practices, conceptualization of credible positive youth development approaches, and valid and reliable approaches to prevent youth contact with the juvenile justice system in the first place. While incremental changes to the internal systems and structure are necessary to enact broader systems change, they are insufficient alone. Others are eager to see County agencies, including Probation, embrace its own capacity building journey, so that it can effectively partner with and support the organizations best equipped to create transformational shifts within youth development for L.A. County.

# Appendix A: Ready to Rise Grant Timeline





# Appendix B: Revisions Made to Strengthen Responsiveness of the Evaluation to Community Needs

## Revisions to Evaluation Procedures

Types	Examples
Parent Consent/Youth Assent Procedures	Evaluators created accessible online assent/consent forms to alleviate Year 2 general and pandemic specific grantee challenges with obtaining youth and parent assent/consent for the Youth Outcome Survey and/or Focus Group participation.
Remote Data Collection	Due to Year 2 grantee challenges collecting and retaining youth in pre post outcome evaluation activities, evaluators enhanced remote data collection tools for all grantees. These included: youth friendly survey instructional videos, automated random ID assignment, how-to guide to track youth IDs, youth-specific post-test surveys informed by their pre-test responses, and a robust ID verification procedure to ensure successful pre/post matching.
Inclusion of Foster and Justice-Involved Youth in Evaluation	While 88% of grantees served youth under the care of L.A. County Probation Department or Department of Children and Family Services, these youth were not permitted to participate in the evaluation. Evaluators petitioned the Superior Court of California for consent which was approved July 2021.

## Revisions to Evaluation Procedures

Types	Examples
Age Categories	Evaluators included a tracking metric for youth served under the age of 11. In addition to the fact that many of these youth would soon age into R2R's youth service focal ages (11-18 years), it also became clear that they were a meaningful part of the family system impacting the behavior change process. For example, motivation for change for the older youth was magnified as their communal values of responsibility for others grew.
Indigenous Youth	Based on grantee feedback regarding the distinctive cultural/tribal background and community contexts of American Indian/Alaska Native youth and youth who identify as Indigenous, evaluators separated these into two distinct categories for Monthly Youth Served Report data collection.

Priority Populations	<p>In Year 1, grantees reported challenges collecting data on youth membership in priority populations (e.g., LGBTQ+, foster, gang-involved). Some youth felt vulnerable and were hesitant to report priority population membership due to concerns about community stigma and personal safety. Other grantees reported that their large group programming was not conducive to safe or appropriate collection of such sensitive personal information. Forcing youth to share private information can be counterproductive to youth engagement. Grantees often became aware of youth priority population membership through private one-on-one settings. With established relational ties, grantees could accurately report unique counts of youth served in priority populations. Thus, evaluators adapted Monthly Youth Served Reports to give these grantees the option to report yes/no to each of the priority population categories without linking them to specific service counts.</p>
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### Evaluation Technical Assistance and Support

Types	Examples
Dedicated Data Stewards	<p>In response to continuously shifting grantee evaluation needs, individual members of the evaluation team were assigned to specific grantees to provide consistent, long-term, tailored support. These “data stewards” acted as primary points of contact for specific grantees over the course of the project year, and provided customized evaluation technical assistance.</p>
New Staff Orientation	<p>Given occasional grantee staff turnover, the evaluation team created materials to orient new staff to R2R and the needs of the evaluation. Orientation training(s) were tailored according to the role of new staff member in evaluation reporting.</p>

# Appendix C: Summary of R2R Capacity Building Activities

Convenings		
2019	<ul style="list-style-type: none"> <li>• August 29: Initiative Launch Convening (Cohort 1)</li> <li>• November 7-8: Ready to Rise Capacity Building Convening (Cohort 1)</li> </ul>	
2020	<ul style="list-style-type: none"> <li>• February 4: Convening (Cohort 1)</li> <li>• April 16: Virtual Convening (Cohort 1 &amp; 2)</li> <li>• June 22: Cohort 1 and 2 Virtual Convening (Cohort 1 &amp; 2)</li> <li>• June 23: Year-End Reflection Convening (Cohort 1)</li> <li>• August 26: Virtual Convening (Cohort 2)</li> <li>• November 10: Capacity Building for Racial Justice Virtual Convening (Cohort 2)</li> </ul>	
2021	<ul style="list-style-type: none"> <li>• January 26: Year 2 Kickoff Virtual Convening (Cohort 1)</li> <li>• February 25: Racial Justice Virtual Convening (Cohort 2)</li> <li>• March 24: Year 2 Virtual Convening (Cohort 1)</li> <li>• May 19: Racial Justice Virtual Convening (Cohort 2)</li> <li>• June 23: Year 2 Virtual Convening (Cohort 1)</li> <li>• June 29: Reflection Virtual Convening (Cohort 2)</li> <li>• September 9: Virtual Launch Convening (Cohort 1 &amp; 2)</li> <li>• November 16: Racial Justice Virtual Convening (Cohort 1)</li> </ul>	
2022	<ul style="list-style-type: none"> <li>• February 22: Last Week Tonight with R2R: Ensuring We Show R2R's Full Impact (Cohort 1 &amp; 2)</li> <li>• June 23: Ready to Rise: Closing Convening Celebration (Cohort 1 &amp; 2)</li> </ul>	
Workshops		
2020-2022	<ul style="list-style-type: none"> <li>• March 5, 2020: Special Edition: Renewal and Expansion Process (CCF)</li> <li>• April 9, 2020: Facilitating Online Meetings (The Soluna Group)</li> <li>• April 10, 2020: Self-care: A Community Approach (Indigenous Circle of Wellness)</li> <li>• April 17, 2020: How to Make Strategic Financial Decisions in A Crisis (Nonprofit Finance Fund)</li> <li>• December 10, 2020: Nonprofit Partnership- Orientation</li> <li>• February 2, 2021: Ethical Storytelling (with Chrysta Wilson)</li> <li>• January 12, 2022: Ready to Rise Townhall: Expanding Opportunities for all L.A. County Youth</li> </ul>	
Track Content – Year 2 (2021)		
<b>The Nonprofit Partnership</b>	<b>Special Service for Groups, Inc.</b>	<b>ChangeRaiser\$ Academy</b>

<ul style="list-style-type: none"> <li>• January 13: Session 1</li> <li>• February 3: Session 2</li> <li>• February 24: Session 3</li> <li>• March 17: Session 4</li> <li>• April 7: Session 5</li> <li>• April 28: Session 6</li> <li>• May 26: Session 7</li> <li>• June 9: Session 8</li> </ul>	<ul style="list-style-type: none"> <li>• January 28: Evaluation Science</li> <li>• February 11: Evaluation Planning</li> <li>• March 11: Research Ethics</li> <li>• March 25: Focus Groups &amp; Key Informant Interviews</li> <li>• April 8: Qualitative Protocols &amp; Conducting Qualitative Analysis</li> <li>• April 29: Survey Design</li> <li>• May 13: Reporting &amp; Dissemination</li> </ul>	<ul style="list-style-type: none"> <li>• March 12: Non-Profit &amp; Philanthropic Sector and Economic Landscapes</li> <li>• March 24: Developing Planning &amp; Key Strategic Fundraising Frameworks</li> <li>• April 13: Institutional Funders: Foundation, Companies, Fundraisers, Celebrities &amp; DAFs</li> <li>• May 4: Donor Data Analysis &amp; Prospect Research</li> <li>• May 18: (Primarily) Pipeline-building Strategy: Impulse and Renewal</li> <li>• June 7: (Primarily) Upgrading Strategies: Thoughtful and Transformative</li> <li>• June 22: Donor Discovery, Donor Languages &amp; Making Effective Asks</li> <li>• September 17: Fundraising is a Team Sport: the Roles of Board/s &amp; Staff</li> <li>• September 28: Continuing Community: Sharing Lessons, Reflections &amp; Next Steps</li> </ul>
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**Track Content – Year 3 (2021-2022)**

<b>Revolve Impact</b>	<b>Special Service for Groups, Inc.</b>	<b>ChangeRaiser\$ Academy</b>
<ul style="list-style-type: none"> <li>• September 30, 2021: Intro Workshop: Storytelling for Social Transformation- Elevating the Voices of Individuals, Families, and Communities through Storytelling</li> <li>• October 28, 2021: Public Workshop: Finding Your Authentic Voice – A Hands-On Storytelling Workshop</li> <li>• November 18, 2021: Where are You Now, Where do You Want To Go?</li> <li>• January 27, 2022: Planning and Preparing for Success</li> <li>• February 24, 2022: Production Training for Impactful Content</li> <li>• March 24, 2022: Marketing and Digital Strategy Best Practices</li> <li>• April 28, 2022: Measuring Your Impact</li> </ul>	<ul style="list-style-type: none"> <li>• December 02, 2021: Orientation</li> <li>• December 16, 2021: Logic Model</li> <li>• January 13, 2022: Peer Learning 1</li> <li>• January 27, 2022: Evaluation Planning</li> <li>• February 10, 2022: Research Ethics</li> <li>• February 24, 2022: Overview of qualitative and quantitative methods</li> <li>• March 10, 2022: Peer Learning 2</li> <li>• March 24, 2022: Qualitative Protocols</li> <li>• April 07, 2022: Group and Key Informant Interviews Facilitation</li> <li>• April 21, 2022: Qualitative Analysis</li> <li>• April 28, 2022: Peer Learning 3</li> <li>• May 12, 2022: Survey Design</li> <li>• May 26, 2022: Quantitative Analysis</li> <li>• June 09, 2022: Telling Your Story</li> </ul>	<ul style="list-style-type: none"> <li>• December 07, 2021: Panorama #1</li> <li>• January 25, 2022: Panorama #2</li> <li>• February 8, 2022: Panorama #3</li> <li>• March 1, 2022: Panorama #4</li> <li>• March 8, 2022: Fundamentals #1</li> <li>• March 15, 2022: Panorama #5</li> <li>• March 22, 2022: Fundamentals #2</li> <li>• March 26, 2022: Panorama #6</li> <li>• April 19, 2022: Panorama #7</li> <li>• April 26, 2022: Fundamentals #3</li> <li>• May 3, 2022: Panorama #8</li> <li>• May 10, 2022: Fundamental #4</li> <li>• May 17, 2022: Panorama #9</li> <li>• May 24, 2022: Fundamental #5</li> </ul>

# Appendix D: Summary of Capacity Building Changes by Grantee

Table 1 summarizes the capacity building areas for which grantee organizations self-reported a change. Changes were captured through six quarters of cross-site evaluation reporting, as well as the Year 3 baseline and follow-up surveys. Grantees are intentionally kept anonymous for the purpose of this report.

## Capacity Building Area Legend

- 1. Board of Directors
- 2. Community Engagement
- 3. Marketing & Communications
- 4. Evaluation, Data Management & Use
- 5. Fiscal Management
- 6. Fundraising
- 7. Goal Setting (inc. Strategic Planning)
- 8. Human Resources
- 9. Infrastructure
- 10. Organizational Structure & Culture
- 11. Partnership Development
- 12. Policy Advocacy & Community Organizing
- 13. Program Development
- 14. Senior Leadership

**Table 1. Total CB Area Changes, by Grantee**

Grantee ID	Capacity Building Areas														Grantee Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
1			x	x				x	x	x	x		x	x	8
2		x	x			x	x	x		x	x		x		8
3								x		x					2
4			x	x		x		x	x		x	x	x		8
5						x		x					x		3
6	x		x	x		x					x	x	x	x	8
7				x	x	x		x			x				5
8		x	x				x	x		x	x				6
9		x		x		x		x		x			x		6
10				x		x			x						3
11	x		x	x			x	x		x					6
12				x			x	x		x	x			x	6
13		x				x		x		x			x		5
14		x	x					x		x					4
15		x	x	x		x	x	x		x	x		x		9
16							x	x	x		x		x		5
17								x	x	x					3
18			x			x	x	x		x	x				6
19			x	x	x	x				x			x		6
20		x		x				x		x	x		x		6
21	x	x				x	x	x		x	x	x	x		9
22				x		x		x	x		x		x		6
23			x			x		x		x					4
24		x	x				x	x	x	x	x		x		8

Grantee ID	Capacity Building Areas														Grantee Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
25					x	x		x		x				x	5
26	x			x		x	x	x		x			x		7
27	x		x			x		x	x	x	x				7
28				x		x	x	x							4
29		x	x		x	x	x						x		6
30				x	x			x		x	x		x		6
31	x		x	x			x	x	x	x	x		x		9
32		x	x					x		x	x		x		6
33	x	x	x	x	x	x	x	x		x	x		x		11
34					x		x	x	x		x		x		6
35										x			x		2
36				x	x	x		x		x			x		6
37		x	x			x		x		x					5
38				x						x	x		x		4
39						x		x		x	x				4
40						x			x	x					3
41		x				x		x			x		x		5
42		x	x			x									3
43	x						x	x		x			x		5
44	x			x				x		x					4
45			x	x			x	x	x				x		6
46						x		x					x		3
47	x			x		x	x	x					x		6
48	x					x	x			x					4
49						x		x		x	x				4
<b>Total by CB Area</b>	<b>11</b>	<b>15</b>	<b>20</b>	<b>22</b>	<b>8</b>	<b>30</b>	<b>19</b>	<b>40</b>	<b>12</b>	<b>34</b>	<b>24</b>	<b>3</b>	<b>29</b>	<b>4</b>	

# Grantee Profiles



**Regions Served:**  
South, South Central

**Primary Populations Served:** Ages 8–24, BIPOC, Opportunity Youth, Alt./Continuation Schools, Foster-Involved, Homeless, Justice-involved, LGBTQ

**Website:**  
apch.org

**A Place Called Home (APCH)** provides South Central youth with a safe, nurturing environment and proven programs in the arts, education, and wellness to help them improve their economic conditions and develop healthy, fulfilling, and purposeful lives. RISE High at APCH is an innovative charter high school partnership with Da Vinci Schools that supports Opportunity Youth (OY) aged 14–22 involved in the foster care or probation systems and/or who are without stable housing.



**Programs Open to R2R Youth**

- APCH Membership: Education and Nutrition Services, Athletics, Performing, Visual Arts, Teen Services
- IMPACT Program: Case Management, Counseling, College Preparation, Scholarships, Financial Education, Career Readiness, etc.

**Trainings We Offer Nonprofit Staff**

- Customized Database Selection and Usage (Apricot360)
- Program Development
- Education Technology
- Event Planning and Management
- Partnership Management

**Seeking Collaboration In These Areas**

- Social Justice, JEDI (Justice, Equity, Diversity, and Inclusion), Intersectionality
- State, City and/or County Funding
- Vaccine Hesitancy among youth
- Virtual Engagement





**BOYS & GIRLS CLUB  
Of San Fernando Valley**

**Regions Served:**  
San Fernando Valley

**Primary Populations Served:** Ages 6–17, African American, Latinx, Alt./Continuation Schools, Foster-Involved, LGBTQ

**Website:**  
bgcsfv.org

**The Boys and Girls Club of San Fernando Valley's (BGCSFV)** flagship program “Project Learn,” is an 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 Latinx, African American, Asian/Pacific Islanders, and from low-income families. Youth served are from the northeast San Fernando Valley, especially Pacoima and surrounding areas.

**Programs Open to R2R Youth:**

- Basketball
- Dodgeball
- Teen Talks

**Seeking Collaboration In These Areas:**

- County Funding
- Teen Engagement Activities
- Youth Advocacy





**BOYS & GIRLS CLUB**  
OF THE ANTELOPE VALLEY

**Regions Served:**  
Antelope Valley

**Primary Populations Served:** Ages 6–17, African American, Latinx, Alt./Continuation Schools, Foster-Involved, Homeless, Justice-Involved, LGBTQ

**Website:**  
[avbgc.org](http://avbgc.org)

**Antelope Valley Boys & Girls Club (AVBGC)** supports all youth and teens – of every race, ethnicity, gender, gender expression, sexual orientation, socio-economic status and religion – in reaching their full potential. The mission and core beliefs of Boys & Girls Clubs fuel our commitment to promoting safe, positive and inclusive environments for all.

AVBGC serves youth from local middle school and high school districts. AVBGC works closely with school districts through partnerships and memoranda of understanding to expand services to where AVBGC's target population can be found (on school campuses).





**Amazing Grace Conservatory (AGC)** is an NAACP Award Winning Program, dedicated to the mission of training and developing emerging artists and underrepresented youth, ages 5-18.

The program provides artistic training and development in performing arts—acting, dance, voice, spoken word, yoga, media and digital arts—for emerging artists from the communities of South Los Angeles and beyond. Currently celebrating Amazing Grace Conservatory's 25th Anniversary Season, AGC offers a culturally enriching, educational program in an environment that is nurturing for the students' personal, artistic and professional growth.

**Regions Served:**  
South

**Primary Populations Served:** Ages 5-18, African American, Latinx, Alt./Continuation Schools, Foster-Involved, Homeless, Justice-Involved, LGBTQ, TAY

**Website:**  
[amazinggraceconservatory.org](http://amazinggraceconservatory.org)



**Programs Open to R2R Youth**

- Theatre performance/acting
- Theatre production



**Trainings We Offer Nonprofit Staff**

- Celebrity Hot Seat
- College Panel Workshops



**Seeking Collaboration In These Areas**

- Advocacy
- Building impactful relationships with Foster Care
- County Funding



Antelope Valley Partners for Health

*Community Collaborative Promoting Health and Wellness*

**Antelope Valley Partners for Health (AVPH)** promotes health, safety and well-being in the region and has targeted programs for children and youth. 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.

**Regions Served:**  
Antelope Valley

**Primary Populations Served:** Ages 11-24, Latinx/African American, Justice-Involved, Homeless, Alt./Continuation Schools

**Website:**  
[avph.org](http://avph.org)



**Programs Open to R2R Youth:**

- Focus Group Workshops
- Game and Chat
- Job Readiness
- Virtual Life Skills

**Trainings We Offer Nonprofit Staff:**

- Case Management Training

**Seeking Collaboration In These Areas:**

- County Funding
- TAY Resources





# BRIDGE BUILDERS

FOUNDATION

**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. Our goals focus on uplifting the underserved youth throughout the Los Angeles Area to seek and achieve higher life aspirations.

### Regions Served:

South LA, King/Drew Magnet High School of Medicine and Science, and Lynwood High School

### Primary Populations Served:

Ages 11-18, Male Youth, African American, Latinx, Foster-Involved, Gang-Involved, Justice-Involved, LGBTQ

### Website:

[bridgebuildersla.org](http://bridgebuildersla.org)



Our intention is to stem the tide of academic underachievement and career underrepresentation, which characterize minorities in our society. Our core programs focus on youth mentoring and tutoring, scholarships and STEM (science, technology, engineering and math) education.





# BUILD PROGRAM

**Regions Served:**  
County-Wide

**Primary Populations Served:** Ages 14-24, African American, Latinx, Alt./Continuation Schools, Foster-Involved, Gang-Involved, Homeless, Justice-involved, LGBTQ, TAY

**Website:**  
[buildprogram.org](http://buildprogram.org)

**The Brotherhood Unified for Independent Leadership Through Discipline (BUILD) Program** provides targeted violence prevention/gang intervention, high-risk incident response, comprehensive public safety training, community mobilization, and cooperative activism across the United States and around the globe. Through a proven methodology, BUILD assesses and addresses community violence through a cost-effective, culturally competent, practitioner-based approach that includes hands-on engagement and comprehensive public safety training.



## Trainings We Offer

### Nonprofit Staff:

- Hospital Based Training and Programming
- Professional Community Intervention Training Institute
- Urban Safety Community Navigators
- Other Consultative Services





**Regions Served:**  
County-wide

**Primary Populations Served:** Ages 14-24, Latinx, Current/former systems-impacted youth that have experienced out of home care, LGBTQ, Alt./Continuation Schools

**Website:**  
[calyouthconn.org](http://calyouthconn.org)

**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.



**Programs Open to R2R Youth**

- Any R2R youth (14-24) who has experienced out of home care through foster care or the juvenile justice system can participate in any of CYC's work
- LA Chapter Meetings
- LA Internship Program
- Statewide Membership Council Meetings



**Trainings We Offer Nonprofit Staff**

- Digital Training for Youth
- Positive Youth Engagement
- Racial Equity & Intersection with Foster Youth



**Seeking Collaboration In These Areas**

- County Funding
- Grantees using youth led organizing or community organizing to lift up priorities identified by youth, increasing opportunities for meaningful youth leadership
- Los Angeles Partnerships
- Political Education



**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. CARECEN provides holistic services and collaboration through our legal, advocacy, organizing and educational programs so migrant youth can receive the support they need.

**Regions Served:**  
Metro LA

**Primary Populations Served:** Latinx, First Generation, Immigrant Youth, Middle thru High School

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

**Programs Open to R2R Youth:**

- College Head Start
- LGBTQ Cohort
- Youth Leadership

**Trainings We Offer Nonprofit Staff:**

- Policy and Advocacy Training

**Seeking Collaboration In These Areas:**

- Advocacy on: immigration policy, education reform policy, LGBTQ+, Workers Rights, and Migrant Youth
- Local Policy
- Political Education
- TPS to Residency Now Campaign







**Regions Served:**  
South Bay

**Primary Populations Served:** Ages 18-24, Justice Involved, Low-Income, African-American, Latinx and Immigrant Youth, TAY

**Website:**  
[centrocha.org](http://centrocha.org)

**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 and working and living in safe, sustainable homes, schools and communities.



### Programs Open to R2R Youth

- DACA legal workshops
- Long Beach Por Vida creative expressions and arts and cultural community events
- Youth Workforce Development



### Trainings We Offer Nonprofit Staff

- Youth Moral Reconciliation Therapy (MRT) called "How to Escape Your Prison"



### Seeking Collaboration In These Areas

- Probation and Mental Health
- County Funding



**Regions Served:**  
County-Wide

**Primary Populations Served:** Human trafficking survivors of all ages, African American, Latinx, Alt./Continuation Schools, Foster-Involved, Gang-Involved, Homeless, Justice-Involved, LGBTQ, TAY

**Website:**  
castla.org

**Coalition to Abolish Slavery and Trafficking (Cast)** serves survivors of human trafficking of all ages living in Los Angeles County. Cast provides a comprehensive youth program that includes a youth retreat, alongside case management and legal services. As part of Cast’s continuum of care, Cast aims to strengthen community and connection among participants, which will lead to increased individual survivor outcomes. Cast also organizes monthly youth activities focused on bringing youth survivors together and building their social and life skills and confidence.



**Trainings We Offer Nonprofit Staff:**

- Human Trafficking 101
- Additional trainings available tailored to agencies’ specialties (e.g. working with children, women, immigrants)

**Seeking Collaboration In These Areas:**

- General Collaboration
- Partners in promoting a "public health" approach to human trafficking and away from criminalization of victims
- We accept referrals and make referrals as well





**COMMUNITIES  
FOR A BETTER  
ENVIRONMENT**  
established 1978

**Communities for a Better Environment (CBE)** is a statewide environmental health and social justice organization that has been building people's power in low-income communities and communities of color for the last 40 years. Youth for Environmental Justice (Youth EJ), the youth component of CBE, began 25 years ago when a small group of youth from Huntington Park decided that young people need their own space to organize. Youth EJ branched out to the Wilmington and the Harbor area as well as to Richmond and East Oakland. CBE's SoCal youth represent eight high schools, where 2,500 youth are reached each year through school-based outreach during Campus Club Week.

**Regions Served:**  
South, East, South Bay

**Primary Populations Served:** Ages 12-24, Youth of Color living in Southeast LA + Wilmington, Alt./Continuation Schools, LGBTQ, TAY, Immigrant Families (approx. 70%)

**Website:**  
cbecal.org



**Programs Open  
to R2R Youth**

- Youth for Environmental Justice Core Group
- Youth for Environmental Justice Leadership Trainings



**Trainings We Offer  
Nonprofit Staff**

- Environmental Justice 101
- Civic Engagement
- Housing Justice
- Toxic Tours
- Systems of Oppression



**Seeking Collaboration  
In These Areas**

- County-Wide Advocacy
- Political Education
- Wellness Education



**Regions Served:**  
South

**Primary Populations Served:** Ages 11-17, African American, Latinx, Justice-Involved, Alt./Continuation Schools, Foster-Involved

**Website:**  
[cocosouthla.org](http://cocosouthla.org)

**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. The program 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.

**Programs Open to R2R Youth:**

- SCYEA Base Meetings: Tuesdays and Thursdays from 5:00-6:15PM
- Wellness Wednesdays

**Seeking Collaboration In These Areas:**

- Community Organizing Fellowships





# CD TECH

CREATING COMMUNITIES THAT WORK

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” program increases leadership capacity, educational attainment and career development among vulnerable youth.

**Regions Served:**  
South

**Primary Populations Served:** Ages 14-18, Black & Latinx

**Website:**  
cdtech.org



**Programs Open to R2R Youth:**

- AmeriCorps
- California Ambassadors
- Public Allies Los Angeles

**Seeking Collaboration In These Areas:**

- Civic Engagement
- County Funding
- Gentrification
- Political Education





# **COALITION FOR ENGAGED EDUCATION**

**Coalition for Engaged Education** serves justice-impacted and foster youth so they can forge a long-term, stable and productive path. Coalition partners with culturally sensitive organizations in communities that represent their youth.

### Programs Open to R2R Youth:

- C/HOPE: Incarcerated or formerly incarcerated youth within LA County (Ages 14-25)
- C/FORWARD: Foster youth within LA County (Ages 14-25)

### Regions Served:

San Fernando Valley, San Gabriel Valley, multiple LA regions (West, South, East) and South Bay

### Primary Populations Served:

Ages 14-25, African American, Latinx, Justice- Impacted, LGBTQ, TAY, Foster

### Website:

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



### Supportive Services Open to R2R Youth

- Intensive mobile case management including educational, legal and vocational support
- Cooking and Healing Arts workshop series
- Youth Navigator Internship: 18-month work opportunity for youth who are in C/HOPE and/or C/FORWARD
- Summer of Engagement: Summertime outdoor field trips that include pro-social activities and discussion topics related to self-development; meals are provided
- 34th Street Housing: 2 year foster housing in Santa Monica for emancipated foster women (Ages 18-25) who have no children and are enrolled in at least one class (does not require college enrollment)



### Seeking Collaboration In These Areas

- Coalition warmly invites referrals from other organizations for youth interested in case management services or would like joint registration to events and workshops (acting, screen printing, etc.)



**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 with Restorative Justice practices by helping them develop their identities, socio-emotional skills and leadership abilities through engaging in dialogue across differences, building positive connections with peers, family and teachers.

**Regions Served:**

San Fernando Valley, Metro LA, West, South, East, South Bay/Long Beach

**Primary Populations Served:**

Ages 12-24, AAPI, African American, Latinx, Justice-Involved, LGBTQIA+

**Website:**

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



**Programs Open to R2R Youth:**

- Building Bridges Youth Camps
- Conscious Classrooms
- REAL Resiliency

**Trainings We Offer Nonprofit Staff:**

- Equity Trainings: Racial and Gender Justice
- Restorative Justice



**Seeking Collaboration In These Areas:**

- Nonprofit Pay Equity



**Regions Served:**

Crenshaw, Hawthorne, Inglewood, Koreatown, Gardena, Watts, South LA, and Compton

**Primary Populations Served:**

Youth ages 11-18 years old who identify as female, 100% BIPOC

**Website:**

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

The mission of **EmpowHer Institute** is to empower girls and young women in marginalized communities by giving them the skills necessary through education, training and mentorship to become confident, college and career ready. We envision a world where every girl is provided the opportunities and resources to: Embrace the power of her voice, make informed decisions about her body and her future, break cycles of generational poverty, and contribute to the creation of an equitable society.

**Programs Open to R2R Youth:**

- EmpowHer Girls Academy (grades 7-8)
- EmpowHer Leaders Academy (grades 9-12)
- Girls to Greatness Teen Summit
- Social Justice STEAM (Science, Technology, Engineering, Arts, and Math) Summer Camp

**Seeking Collaboration In These Areas:**

- Civic Engagement & Advocacy (Racial & Gender Equity, Diversity & Inclusion, Human Rights)
- Mentorship
- Social-Emotional Learning
- Youth Education







**Region Served:**  
San Gabriel Valley

**Primary Populations Served:** Ages 11-17, African American, Latinx, Foster-Involved, Justice-Involved, TAY LGBTQ, Gang-Involved

**Website:**  
flintridge.org

**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, mental health services, community service learning, and family engagement opportunities.

**Programs Open to R2R Youth:**

- Arts in the Park Workshops
- Healthy Lifestyles Workshops
- Healthy Relationship Workshops
- Virtual Life Skills
- YOP Fun – Online Games

**Seeking Collaboration In These Areas:**

- Advocacy
- Restorative Justice and Transformative Justice





**Girls Club of Los Angeles' (GCLA)** mission is to enrich the lives of underserved, at-risk children, youth and families through early education, youth development and community outreach, which will contribute to more self-sufficient, productive individuals in South LA. 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. Using a three-phased model based upon Safeness, Wellness, and Readiness, the goal is to move youth from survival mode to becoming advocates who will seek out support services for themselves, their families and others.

**Regions Served:**  
South, South Bay

**Primary Populations Served:** Ages 11-18, African American, Latinx, Foster-Involved, Justice-Involved, Gang-Involved, LGBTQ

**Website:**  
[girlsclubla.org](http://girlsclubla.org)



### Programs Open to R2R Youth

- Community Forums
- Food Distribution
- Health Fairs
- Project LEAYD
- Vaccinations & Testing
- Work Readiness

### Trainings We Offer Nonprofit Staff

- Community Advocacy
- Community Change
- Community Forums
- Health: Sexual Health
- Readiness: College & Apprenticeship Prep
- Social-Emotional: Resiliency Training
- Social Justice

### Seeking Collaboration In These Areas

- Advocacy
- College Apps Prep
- County Funding
- CRT-Community Resiliency Training
- Federal Funding
- Measure J
- Mentoring Programs
- Social Justice Training
- TAY Resources



# GOOD CITY MENTORS

**Region Served:**  
County-Wide

**Primary Populations Served:** Ages 14-18, African American, Latinx, Alt./Continuation Schools, Foster-Involved, Gang-Involved, Justice-Involved, LGBTQ

**Website:**  
[goodcitymentors.org](http://goodcitymentors.org)

**Good City Mentors** partners inspiring professionals and creative brands with local high schools to empower youth through school-day mentorship. 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.

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.





**Heart of Los Angeles (HOLA)** supports a middle school-to-college access pipeline in Los Angeles’ Rampart District and MacArthur Park/Westlake area 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.

**Regions Served:**  
County-Wide

**Primary Populations Served:**  
Ages 6-24, Latinx, Asian/Pacific Islander

**Website:**  
[heartofla.org](http://heartofla.org)



**Programs Open to R2R Youth**

- Transformational Programs in: academics, music, sport leagues, visual arts, STEAM classes and family services. All programs are free-of-charge



**Trainings We Offer Nonprofit Staff**

- Asset Management and Room Reservation IT
- Lessons learned from our staff-led Equity Work Groups



**Seeking Collaboration In These Areas**

- Advocacy
- Afterschool Programs
- County Funding
- Educational Equity for BIPOC Youth
- Wellness
- Youth Development



**Regions Served:**  
County-Wide

**Primary Populations Served:** Ages 11-24, Latinx, Alt./Continuation Schools, Gang-Involved, Homeless, Justice-Involved, LGBTQ, TAY

**Website:**  
homiesunidos.org

**Homies Unidos** provides youth life skills and parenting programs for target families and gang-at-risk and gang-involved youth. Homies Unidos's Central American Migrant Children Integration project addresses the multiple needs that vulnerable unaccompanied minors face. The program focuses on youth living in the Pico-Union, Westlake, Echo Park, MacArthur Park, and Koreatown neighborhoods of Los Angeles and works with professional facilitators specializing in migrant justice and Indigenous culture.

**Programs Open to R2R Youth:**

- Arts Programs
- Youth Healing Circles

**Trainings We Offer Nonprofit Staff:**

- Healing Circles
- Healing Through Art Workshop Facilitation
- Joven Noble

**Seeking Collaboration In These Areas:**

- Advocacy
- Political Education





**InnerCity Struggle** is a transformational and intergenerational movement that builds community power to advance justice, life opportunities, and dignity in the Eastside of Los Angeles. Our vision is for the Eastside to be a thriving, multigenerational, and civically engaged community that ensures racial justice, a quality education, an equitable economy and a healthy built environment for residents most impacted by systemic injustices. ICS organizes youth and families in Boyle Heights, unincorporated East Los Angeles, City Terrace, El Sereno and Lincoln Heights.

**Region Served:**  
Boyle Heights,  
Unincorporated East LA,  
City Terrace, El Sereno,  
Lincoln Heights

**Primary Populations Served:** Ages 14-18,  
Latinx, LGBTQ

**Website:**  
[innercitystruggle.org](http://innercitystruggle.org)



### Programs Open to R2R Youth

- Brothers, Sons, Selves: open to United Students members at Esteban Torres, Garfield, Lincoln, Mendez, Roosevelt and Wilson High school
- Sembrando Scholars: Referral only at Mendez and Roosevelt High School



### Trainings We Offer Nonprofit Staff

- Base-Building
- Campaign Development
- College Access Workshops
- Data Tracking (Google Sheets)
- Leadership Development Model
- Organizing 101
- Story of Self, Us, Now



### Seeking Collaboration In These Areas

- Exchanges with other community youth organizing groups



**Regions Served:**  
South Bay/Long Beach

**Primary Populations Served:** Ages 14–24, African American, Asian/Pacific Islander, Latinx, Homeless, LGBTQ, TAY

**Website:**  
kgalb.org

**Khmer Girls in Action (KGA)** centers and builds 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 activates young people across the city.

**Programs Open to R2R Youth:**

- Integrated Voter Engagement (IVE) Volunteer Opportunities

**Trainings We Offer Nonprofit Staff:**

- Media & Communications
- Public Speaking

**Seeking Collaboration In These Areas:**

- Advocacy
- Event Planning
- Grassroots Fundraising
- Political Education





**KOREATOWN YOUTH+  
COMMUNITY CENTER**

**Koreatown Youth and Community Center's (KYCC) Resiliency, Integrity, Self-Assurance and Empowered (RISE) Youth Program** serves residents in and near the Menlo Family Apartments, a 60-unit low-income housing complex that houses previously homeless families that have open Department of Mental Health cases. RISE Youth Program serves youth and families with academic diagnostics and one-on-one tutoring, Social Emotional Learning training, parent education, youth-led community organizing and multi-dimensional extracurricular activities.



**Regions Served:**  
Metro LA

**Primary Populations Served:** Ages 11-17, Asian/Pacific Islander, Latinx, Formerly Homeless, Economically Disadvantaged, LGBTQ

**Website:**  
[kyccla.org](http://kyccla.org)

**Programs Open to R2R Youth:**

- COVID Wellness Helpline
- KYCC Clinical and Recovery Services
- Menlo Food Pantry
- Community Service Events





the learning  
centers at fairplex

**Regions Served:** San Gabriel Valley, Pomona Unified School District (PUSD), Bonita Unified School District, Inland Empire

**Primary Populations Served:** Ages 14-19, African American, Latinx, Alt./Continuation Schools

**Website:**  
TLCfairplex.org

**The Learning Centers at Fairplex (TLC)** transforms lives through life-long learning experiences in partnership with Fairplex and the community. Through the Career and Technical Education Center (CTEC), TLC provides hands-on career-based education for students in pathways such as automotive, welding, and agriculture. The CTEC program also includes essential and transferable skills that promote Career Readiness – such as resume creation, interview skills, and financial literacy – to provide a pathway to economic mobility through gainful employment in the skilled trade industries.



**Programs Open to R2R Youth:**  
· Career and Technical Education Center





# LEGACY LA

**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. Legacy LA youth are connected with a mentor to support and guide them on the road to academic and personal success. Legacy LA offers innovative and intentional programming opportunities for youth to critically engage with the world around them. Youth can discover more about themselves through weekly programming in STEAM, Arts & Culture, Leadership Development and Wellness.



**Regions Served:**  
Metro LA, South, East

**Primary Populations Served:** Ages 14-24, Latinx, Justice-Involved, Alt./Continuation Schools, Gang-Involved, Homeless, Foster-Involved

**Website:**  
[legacyla.org](http://legacyla.org)

Legacy LA's Student Success academic program provides leadership training, youth organizing, mindfulness/mental health, mentoring, college access, work readiness, life skills and linkages to vocational training and employment.





**Regions Served:**  
South Bay

**Primary Populations Served:** Ages 11-21, Latinx, African-American, and Asian-American youth, Alt./Continuation Schools, Homeless, LGBTQ

**Website:**  
lbblast.org

**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 at-risk of dropping out of school due to homelessness, pressure from gangs, lack of parental involvement or violence. BLAST provides youth with access to credit recovery classes, life-skills curriculum, educational field trips, workforce development, leadership development and college preparedness workshops.



**Programs Open to R2R Youth**

- Academic Mentoring Program for youth residing in Long Beach area

**Trainings We Offer Nonprofit Staff**

- LBB's social-emotional learning activity binder

**Seeking Collaboration In These Areas**

- County Funding
- Program Development
- Fund Development
- TAY Resources



# LOST ANGELS

CHILDREN'S PROJECT INDUSTRIAL ARTS YOUTH CENTER

**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.

**Region Served:**  
Antelope Valley

**Primary Populations Served:** Ages 16-24, Opportunity Youth, BIPOC, LGBTQIA+, Systems-Impacted, Unhoused, TAY

**Website:**  
[lostangelscp.org](http://lostangelscp.org)



**Programs Open to R2R Youth:**

- Holiday Events
- Vocational Training

**Trainings We Offer Nonprofit Staff:**

- Classic Car Restoration
- Vocational Training

**Seeking Collaboration In These Areas:**

- County Funding
- TAY Resources





**Meztli Projects** offers a unique set of interlocking programs 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.

**Regions Served:**  
Metro LA, East LA

**Primary Populations Served:** Ages 11-24, Indigenous, youth impacted by incarceration, school suspension and expulsion, migration, and gender constructs

**Website:**  
[meztliprojects.org](http://meztliprojects.org)



The suite of programs includes our Cultural Worker Apprentice program, Youth Summer Arts Fellowship, and Youth Art Workshops centering Arts-Based Healing Practices, a blending of Indigenous practices and collaborative art-making.





**Region Served:**

West, South Bay, Culver City, Inglewood, Mar Vista, Del Rey

**Primary Populations Served:**

Ages 5-24, Latinx, Indigenous, Foster-Involved, Justice-Involved, LGBTQ, Homeless

**Website:**

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

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 and includes after-school academic tutoring, music, preteen groups, creative arts, a STEM program, social entrepreneurship, and a summer day camp.





## New Directions for Youth

**Regions Served:** San Fernando Valley, Pacoima, Sun Valley, North Hills, Reseda, North Hollywood

**Primary Populations Served:** Ages 10–24, Latinx, African American, Low-Income, Alt./Continuation Schools, Foster-Involved, Gang-Involved, Justice-Involved, LGBTQ, TAY

**Website:**  
ndfy.org

**New Directions for Youth** provides a range of diverse services and programs to meet the complex needs of at-risk youth and their families. Services include individual, group and family counseling, job skills training, after-school activities and placement, tutoring and literacy programs, anti-graffiti and environmental programs, health referrals, programmatic alternatives to gang involvement, re-entry services, recreational programs, parenting classes, and computer courses.



### Programs Open to R2R Youth

- Dance Classes
- GED Preparation
- Conflict Resolution/Problem Solving Groups
- Mental Health Counseling (Individual & Group)
- Music & Recording Classes at NDY Studio
- Overnight Camp
- Robotics & Electronics
- Summer Day Camp
- Youth Employment
- Young Men's Support Group



### Trainings We Offer Nonprofit Staff

- Agency Assessments for Mental Health Services Needs
- How to Conduct Healing Circles
- Understanding Mental Health for the Non-Clinician



### Seeking Collaboration In These Areas

- Conducting services for the homeless population with a housing provider
- Partnerships for grant applications and funding



**NEW VILLAGE  
GIRLS ACADEMY**  
*reimagine what's possible*

**New Village Girls Academy (NVGA)** honors students' lives and experiences by creating academic work that allows them to tell their stories, discover themselves, and recognize and build on their strengths. NVGA offers a rigorous work certification program, internships, mentorship, and a wellness program. NVGA'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.

**Regions Served:**

County-Wide, Westlake area of Downtown LA

**Primary Populations Served:**

Ages 11-24, Female Youth, African American, Latinx, Foster-Involved, Gang-Involved, Homeless, Justice-Involved, LGBTQ

**Website:**

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



**Programs Open to R2R Youth**

- All programming is school based and offered to enrolled students. We enroll new students year-round. Please call, email or stop by for more information on enrollment.



**Seeking Collaboration In These Areas**

- Education & Resources for:
- Credit deficient students
  - Foster youth
  - LGBTQIA youth
  - Out of school youth needing HS diploma
  - Pregnant or parenting teens
  - Youth experiencing homelessness
  - Youth experiencing socio-emotional/mental health needs
  - Youth on probation





**Regions Served:** San Gabriel Valley, Pasadena, Altadena

**Primary Populations Served:** Ages 11-24, Latinx, Black, Middle Eastern, Asian, Alt./Continuation Schools, Foster-Involved, Homeless, Gang-Involved, Justice-Involved, TAY

**Website:**  
pactl.org

**The Pasadena/Altadena Coalition of Transformative Leaders (PACTL)** serves as the transformative catalyst and community voice for unifying diverse interests of youth, parents and professionals to shape social policy that promotes a caring community by creating a safe and loving space for collective wisdom and action. PACTL's Ignite Youth program provides "Know Your Rights and Responsibilities" workshops to engage youth and the whole family system to ensure sustainable positive change.



### Programs Open to R2R Youth

- Academic Support/Tutoring
- College and Career Coaching
- Concrete Support:
  - Clothing/Uniforms
  - Shoes
- Know Your Rights & Responsibilities
- Nature Walks
- Peer-to-Peer Youth Talks
- Young Adult Support Group /Life Coaching
- Youth Thrive Cafes - Social Emotional Learning



### Trainings We Offer Nonprofit Staff

- Innovative youth engagement approaches
  - Appreciative Inquiry Methodology
  - World Cafe Process
- Know Your Rights
- Know Your Rights in School
- Youth-Led Approaches/ Program Design
- Youth Thrive Protective Factors



### Seeking Collaboration In These Areas

- Arts
- Connecting Youth & Families/Outreach
- Exchange of innovations
- Nature
- Partnering to Sponsor the Bi-Annual Educational Summit
- Youth-Led Events



# POPS CLUBS.

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 confident, self-aware, and connected to others and their communities. Our clubs build positive self-identity through writing, reading, mindfulness, art, leadership development, peer and adult support, and understanding fostered by shared experiences. We empower students to achieve their full potential by creating a loving community and encouraging self-expression.

### Regions Served:

San Fernando Valley, Metro LA, West, South, South Bay

### Primary Populations Served:

Ages 14-24, African American, Latinx, impacted by incarceration

### Website:

popsclubs.org  
outofthewoodspress.com  
(anthology website)



### Programs Open to R2R Youth

- R2R youth are invited to submit to annual anthology



### Trainings We Offer Nonprofit Staff

- Writing workshops by request



### Seeking Collaboration In These Areas

- Advocacy
- Collaborative Events
- County Funding
- Political Education
- Socio-Emotional Learning



**Regions Served:**  
County-Wide

**Primary Populations Served:** Ages 10–27, BIPOC and Latinx youth of all genders and sexual orientations, unhoused, housed, foster youth, in placement, single and two parent homes, survivors of intimate partner violence and sexual assault, TAY

**Website:**  
[prc123.org](http://prc123.org)

**Positive Results Center (PRC)** creates culturally specific awareness to prevent and end trauma resulting from dating/intimate partner violence and sexual assault by helping people develop healthy relationships. PRC trains youth to become peer advocates, youth leaders, and ambassadors, addressing mental health, bullying, and violence prevention and their impact and source by conducting community-based workshops, panels, events, and training for youth, young adults, parents, and youth-serving agencies.



### Programs Open to R2R Youth

- Emotional Intelligence
- Girl Talk Real Talk (Bi-Monthly Virtual workshop for Girls of Color only)
- Healing Through Trauma
- Small Group Mental Health Sessions



### Trainings We Offer Nonprofit Staff

- Bully Awareness
- Hurt People Hurt People
- Promoting Healthy Manhood
- Social Media & Violence in Relationships
- The Intersection of Domestic Violence, Sexual Assault and Trauma on Black Women, Girls, Boys and Children:
  - Peer Youth Leadership Academy
  - UnMasked (Hiding in Plain Sight)
  - Understanding Trauma from a Cultural & Age Perspective



### Seeking Collaboration In These Areas

- City, County, State and Federal Funding
- Community Collaboration
- Conference Creation, Development and Hosting
- Safety and Awareness Events




## Proyecto Pastoral at Dolores Mission

**Proyecto Pastoral's IMPACTO** youth development program serves low-income, Latinx youth from working families living at or below the federal poverty income level in Boyle Heights. IMPACTO works to instill self-confidence and self-efficacy in youth so that they graduate school and are motivated to give back to their community. IMPACTO provides after-school and summer programming to TK-8th grade as well as providing academic case management services to youth from local middle and high schools.

**Regions Served:**  
Metro LA

**Primary Populations Served:** Ages 11-18, Latinx, Foster-Involved, Gang-Involved, Homeless, Justice-Involved, LGBTQ

**Website:**  
[proyectopastoral.org](http://proyectopastoral.org)



### Programs Open to R2R Youth:

- Academic Case Management for Boyle Heights youth at Roosevelt High School, Hollenbeck Middle School, Boyle Heights Continuation High School
- Summer programming for students
- Food distribution for families experiencing food insecurity

### Seeking Collaboration In These Areas:

- County & Government Funding





# R.A.C.E.

(Reclaiming America's Communities through Empowerment)

**Region Served:**  
South

**Primary Populations Served:** Ages 14+, African American, Latinx, Gang-Involved, Justice-Involved, LGBTQ

**Website:**  
[race4communities.org](http://race4communities.org)

**Reclaiming America's Communities through Empowerment (R.A.C.E.)** was founded in 2010 to create a safe community for all, free from violence that is pervasive in the South Los Angeles communities of West Athens, Westmont and surrounding neighborhoods. Through sports programming, peace and mediation roundtables by certified intervention workers and community ambassadors, and youth development programs, R.A.C.E. works to gain the trust of our community and contribute to the reduction of violence.

R.A.C.E. works with individuals and families that are involved, or at risk for involvement in gang activity and community violence. R.A.C.E. provides a Workforce Readiness and Life Skills Program. We believe in social justice, community restoration, investing in children and providing educational programs.





S . P . Y

safe place for youth

**Regions Served:**  
West LA

**Primary Populations Served:**  
Ages 18-24, African American, TAY, Unhoused/Housing Insecure, LGBTQ, Justice-Involved, Foster-Involved, Gang-Involved, Alt./Continuation Schools

**Website:**  
[safeplaceforyouth.org](http://safeplaceforyouth.org)

**Safe Place for Youth (SPY)** serves youth who are combating homelessness or housing insecurity. SPY's Mentorship Program is a low-barrier, trauma-informed, mentorship and diversion program where community members mentor youth so each youth can 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.

**Programs Open to R2R Youth:**

- Education and Employment
- Garden Internship program
- Healing Arts program
- Health and Wellness
- Youth Empowerment, Development and Advocacy program

**Seeking Collaboration In These Areas:**

- Advocacy
- Political Education
- Outreach and Engagement





**Sanctuary of Hope** is a youth development organization dedicated to providing a caring and multi-cultural approach to services that will help young people, particularly Transition Age Youth, become self-sufficient and lead prosperous lives.

**Regions Served:**

South LA, South Bay (includes Inglewood, Hawthorne, Gardena, Carson and Glendale)

**Primary Populations Served:**

Ages 16-25, African American, Latinx, Alt./ Continuation Schools, Foster-Involved, Homeless, Justice-Involved, TAY, LGBTQ

**Website:**

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



Our services include general counseling and therapy, life coaching, mentoring, housing resources, education support, emergency services and financial assistance for under-resourced youth who are low income, homeless, in foster care, on probation, and/or at promise.



**Regions Served:**  
South, South Bay/  
Harbor

**Primary Populations Served:** Ages 14-24, Latinx, Multi-Racial, Alt./Continuation Schools, Foster-Involved, Homeless, Justice-Involved, LGBTQ

**Website:**  
[sharefestinc.org](http://sharefestinc.org)

**Sharefest's Youth Leadership Academy (YLA)** is designed to achieve the objectives developed by the US Partnership on Mobility from Poverty, which goes beyond measures that lead to Economic Success (e.g., high school graduation, college enrollment) to include Power and Autonomy and Being Valued in the Community as keys to helping disadvantaged populations achieve true social equity and inclusion. We deliver youth development programs and services to Continuation High Schools focusing on college/career workforce readiness, credit recovery, mentorship, community service and case management.



**Trainings We Offer Nonprofit Staff:**

- College Preparation (FAFSA)
- Curriculum Development
- Lesson Planning
- Socio-Emotional Learning (SEL)
- Workforce Readiness for Youth



**Seeking Collaboration In These Areas:**

- Apricot 360
- Career Workforce Development
- DEI
- Mobility from Poverty
- Restorative Justice
- Violence Intervention Training







## SOUTHERN CALIFORNIA CROSSROADS

**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.

**Regions Served:**  
South, East, South Bay

**Primary Populations Served:** Ages 11-17, African American, Latinx, Alt./Continuation Schools, Justice-Involved, Foster-Involved, Gang-Involved, Homeless, LGBTQ

**Website:**  
[socialcrossroads.org](http://socialcrossroads.org)



Crossroads' school-based Mentoring Program provides at-risk youth with counseling, mentoring, conflict resolution and referral services.





**Regions Served:**  
San Gabriel Valley

**Primary Populations Served:** Kindergarten thru college, Low Income youth, African American, Latinx, Alt./Continuation Schools, Homeless, Gang-Involved, Justice-Involved, LGBTQ

**Website:**  
[gostars.org](http://gostars.org)

**Stars** is a community that affirms, equips and emboldens young people to pursue a life of purpose, service and meaning. 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 to help students stay in school and succeed in college.

Our programs include four after-school program sites, a mentoring program, summer enrichment trips and academic programs, college support, counseling, social skills classes, and parenting classes.

By encouraging, teaching, supporting and making a difference in the lives of the children and youth that we serve, Stars strengthens our whole community.





# TXT

TEENS EXPLORING  
TECHNOLOGY

**Teens Exploring Technology (TXT)** inspires young men of color to become confident leaders who use technology as a tool to improve their communities. Our interdisciplinary curriculum develops leadership, entrepreneurship, design and coding skills among teens. Teens Exploring Technology's high-quality and high-impact programs are designed to develop a culture of innovation, collaboration, confidence and strong academics.

**Regions Served:**  
South, South Bay

**Primary Populations Served:** Ages 11-24, African American, Latinx, Young Men of Color

**Website:**  
[exploringtech.org](http://exploringtech.org)



**Programs Open to R2R Youth:**

- Hustle N' Code Hackathon (Watts)
- Summer Coding Leadership Academy

**Trainings We Offer Nonprofit Staff:**

- Online Youth Engagement
- Website Development





**Region Served:**  
San Fernando Valley

**Primary Populations Served:**  
Ages 11-18, Latinx, Native American, LGBTQ, TAY, Alt./Continuation Schools

**Website:**  
[tiachucha.org](http://tiachucha.org)

**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 to improve the quality of life for their community. Tia Chucha's Young Warriors youth mentoring program develops leadership and communication skills for participants through the power of cultural arts, ancestral knowledge and mentoring.

Young Warriors was created to help meet the needs of young people living in communities of the northeast San Fernando Valley and beyond by creating a brave, judgment-free space, in which young people from all walks of life could coexist, learn from each other, mature and contribute to the betterment of themselves, families, and community.





## UNITED FRIENDS *of the* CHILDREN

**United Friends of the Children** empowers current and former foster youth on their journey to self-sufficiency through service-enriched education and housing programs, advocacy and consistent relationships with a community of people who care. 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.

**Regions Served:**  
County-Wide

**Primary Populations Served:** Ages 14-18 years old, African American, Latinx, Foster-Involved, LGBTQ, TAY

**Website:**  
[unitedfriends.org](http://unitedfriends.org)



### Programs Open to R2R Youth:

- Pathways to Independence (Transitional Housing for TAY)
- Scholars Program (Youth Development, College Readiness, Support)

### Seeking Collaboration In These Areas:

- Advocacy
- County Funding
- TAY Resources





**Region Served:**  
South LA/Watts,  
Pacoima/San Fernando  
Valley, LA County  
Juvenile Justice System

**Primary Populations Served:** Ages 14-24,  
African American, Latinx,  
Gang-Involved, Justice-  
Involved, LGBTQ

**Website:**  
[theunusalsuspects.org](http://theunusalsuspects.org)

**The Unusual Suspects Theatre Company's (US) Voices from Inside Program (VIP)** provides transformative theatre-arts education and mentorship to Los Angeles County adolescents who are currently or formerly incarcerated or vulnerable to incarceration. US also works to expand the educational and career pathways for opportunity youth via multiple alumni program offerings, including an intensive alumni program theatre residency, masterclass Green Room Series workshops, and ongoing Alumni Advisory Committee leadership opportunities.

In collaboration with the Arts for Healing and Justice Network, US conducts intensive, healing-informed VIP residencies at Title I schools, community centers and juvenile day reporting centers located in underserved neighborhoods, as well as in juvenile detention facilities throughout LA County.

US also offers collaborative in-class workshops in under-resourced schools to help youth—including English Language Learners and neurodiverse students—build valuable teamwork, communication and socialization skills.





Building bright futures for foster and homeless youth

**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 provides comprehensive services to address mental health challenges and teach the skills and mindset needed to meet individualized goals in education, workforce readiness, and life skills.

**Regions Served:**  
Metro LA

**Primary Populations Served:** Ages 12–24, African American, Latinx, Homeless, LGBTQ, Justice-Involved, TAY

**Website:**  
[youthemergingstronger.org](http://youthemergingstronger.org)



YES's residential programs offer intervention, ensuring youth are off the streets, free from abuse and working towards engaged and self-sufficient adulthoods. In addition, YES offers long-term aftercare to protect against future victimization, incarceration and homelessness.





**Regions Served:** Metro LA, South LA, Compton, Watts, Inglewood

**Primary Populations Served:** Ages 11-24, African American, Latinx, at-risk youth, Alt./ Continuation Schools, Foster-Involved, Gang- Involved, Justice-Involved, LGBTQ, TAY

**Website:**  
youthmentoring.org

**Youth Mentoring Connection (YMC)**

transforms the lives of underserved youth by caring for their wounds and shining a light on their gifts. Mentors and staff provide nurturing and safe relationships that support youth in identifying their core gifts and talents so they can succeed in school and life. Our programs focus on educational attainment, leadership, life skills, workforce development, case management, building healthy relationships and a host of other areas.

**Programs Open to R2R Youth:**

- ECHO
- Initiation Retreat
- Mentoring
- Monthly Gathering
- REAL
- Stoked City Surf Camp
- Urban Oasis Film Academy

**Seeking Collaboration In These Areas:**

- Partnerships for Cross-Referral
- Housing and Utility Assistance
- Mental Health
- Substance Abuse Treatment





# Reynaldo Reaser



## Rest in Peace and Power 1968-2022

Artwork kindly provided by the Urban Peace Institute, commissioned as part of a series to honor members of the Los Angeles Violence Intervention Coalition.



California  
**COMMUNITY**  
Foundation



**READY  
TO RISE**

**Liberty**  
**Hill**  
FOUNDATION

R2R Cumulative Report - 2022