

City of Los Angeles FamilySource System Program Evaluation

March 2023

The FamilySource System (FSS) is a place-based program comprised of a network of 16 one-stop community centers, known as FamilySource Centers (FSC). The FSCs are strategically located in high need areas of the City and provide a myriad of braided social, educational, work, and family support services designed to assist low-income families to become more self-sufficient by increasing family income and academic achievement for youth and adults.

FINAL REPORT

The City of Los Angeles Community Investment for Families Department (CIFD) commissioned HMA Community Strategies to evaluate the effectiveness of the program to inform best practices, ensure continuous improvement, identify gaps, and support integration with the goal of ensuring the City's largest social service delivery system is helping to alleviate poverty. The evaluation explored program performance (including customer satisfaction), examined community-level factors that impacted individual FSC performance, and provided an analysis of current FSC locations as well as recommendations for additional locations.

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BREAKING THE CYCLE OF POVERTY

Systemic disparities have exposed Los Angeles’ racially and ethnically diverse populations to increased risks of economic hardship, educational underachievement, and housing instability. To better understand this imbalance and drive toward change, the City of Los Angeles (the City), through Community Development Block Grant (CDBG), Community Service Block Grant (CSBG) and General Funds established the FamilySource System (FSS), a place-based program, to address disparities, prevent and alleviate poverty, increase equity, and better coordinate support for these communities. The purpose of the FSS is to provide a myriad of braided social, educational, work and family support services designed to assist low-income families to become more self-sufficient by increasing family income and academic achievement for youth and adults.

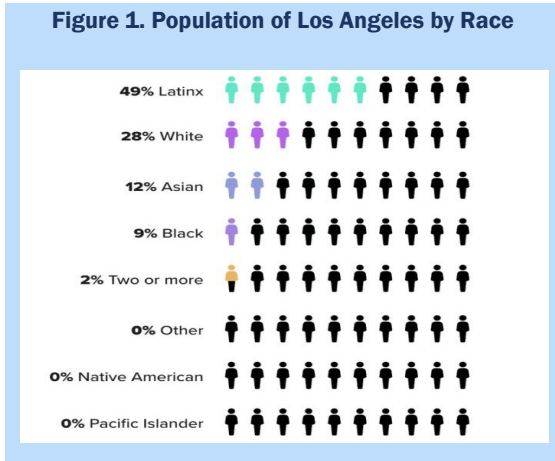
HMA Community Strategies conducted this evaluation of the FamilySource System and economic impact study to identify key trends, barriers, and interventions that could better illuminate disparities in Los Angeles and move to greater income, education, and housing equity.

Economic disparities are higher in racially and ethnically diverse communities.



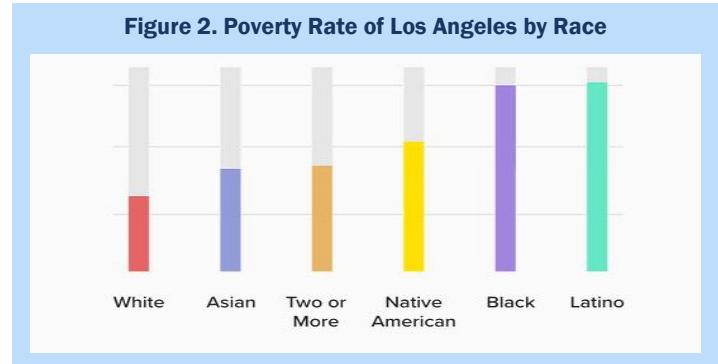
RACE COUNTS’ latest data reload shows that the extraordinary harm inflicted on low-income communities of color during the COVID-19 pandemic was the product of racist policies and practices embedded within and across our public and private institutions for decades. Racially and ethnically diverse communities are

experiencing a higher proportion of COVID-19 infection and mortality than white populations at a national level and across many states, including California.



People of color represent the majority of Angelino residents – the majority identifying as Latinx.

Source: Race Counts (racecounts.org)



The poverty rate among Black and Latino Angelinos is nearly triple the rate among Whites. These inequities exist in other areas, like housing, education, and civic engagement. Racial inequities in Los Angeles are not accidental – they are the result of biased and discriminatory government decisions, policies, and practices.

Source: Race Counts (racecounts.org)

Economic disparities were present before the pandemic.



For many lower- and middle-income families, finances were tenuous before the COVID-19 pandemic. The Center on Budget and Policy Priorities conducted an analysis of Census Bureau data tracking people’s struggles over multiple years (2014 through 2016) which revealed widespread economic insecurity.¹

- More than 1 in 4 households, including more than 1 in 3 households with children, experienced a major form of hardship — specifically, an inability to afford adequate food, shelter, or utilities — in one or more of the three years.
 - Among Black and Latino households with children, roughly 1 in 2 reported one of these hardships, as did more than 1 in 4 white households with children.
 - Even many households in the middle of the income scale encounter hardship. Among the middle third of households with children (ranked by their current annual income), nearly 1 in 3 reported one of these hardships over the three-year span.
- In 4 in 10 households with children, someone had no health insurance at some point in the three years, which increased their risk of being unable to obtain medical care or pay other bills because of health care costs.
- More than 1 in 4 households with children paid more than half of their annual cash income for housing (rent or mortgage and utilities) in one or more of the three years, and millions of households spent a larger share of their income on care for children or older dependents than the federal government considers affordable.

Due to public health emergency (PHE) safety net programs, poverty in California fell nearly 5 points during the pandemic (between 2019 and fall 2021)².

¹ https://www.cbpp.org/research/poverty-and-inequality/widespread-economic-insecurity-pre-pandemic-shows-need-for-strong#_ftn19

² https://www.ppic.org/wp-content/uploads/JTF_PovertyJTF.pdf

- The poverty rate dropped from 16.4% in 2019 to a projected 11.7% in fall 2021, according to the [California Poverty Measure \(CPM\)](#)—a research effort by PPIC and the Stanford Center on Poverty and Inequality that accounts for housing costs and safety net benefits. About 4.5 million Californians remain under the CPM poverty line (about \$36,900 yearly for a family of four).
- Child poverty plunged from 17.6% in 2019 to 9.0% in fall 2021.
- Social safety net programs are primarily responsible for the large declines. Both the federal Child Tax Credit (CTC) and CalFresh food assistance increased benefits and expanded eligibility in response to COVID-19. [Official poverty](#), which does not reflect the role of these programs, increased from 10.5% in 2019 to 11.6%.
- The 2021 expansion of the CTC has expired, so poverty likely increased in 2022.

Poverty rates are highest in Los Angeles County.

- Los Angeles (13.7%) and Orange (13.1%) Counties had the highest poverty rates in California.
- Number of people in poverty in Los Angeles: 1,345,500 (+/- 62,300)
- The Los Angeles County child poverty rate is 10.1% (+/- 1.2)
- Poverty (CPM) threshold, family of 4 that rents: \$36,329.

Poverty was highest among seniors, Latinos, and less-educated adults.

- In fall 2021, poverty was markedly higher for adults 65 and older (16.3%) than for children (9.0%) and adults 18–64 (11.6%)—a reversal from previous years, when child poverty was highest.
- Though the Latino poverty rate has fallen to 13.5% (from 21.4% in 2019), Latinos remain disproportionately poor—comprising 45.7% of poor Californians, but 39.7% of all Californians. About 12.6% of African Americans, 11.8% of Asian Americans/Pacific Islanders, and 9.9% of whites lived in poverty.
- The poverty rate for immigrant Californians was 16.1%, compared to 10.0% for US-born; poverty among undocumented immigrants was 25.1%.
- Education continues to be tied to poverty rates: 6.2% of college graduates age 25–64 and 19.5% of adults age 25–64 without a high school diploma live in poverty. Nonetheless, poverty fell 9.6 points since 2019 among less-educated adults.

Housing cost continues to impact the citizens of Los Angeles³.

- According to the Los Angeles Homeless Services Authority, as of February 2022 it was estimated that 69,144 people were experiencing homelessness in LA County at that time, a 4.1% rise from 2020, and 41,980 people were experiencing homelessness in the City of LA, up 1.7% from 2020. (A count was not conducted in 2021 due to the COVID pandemic.)
- In the City of Los Angeles, the Hispanic/Latino population represented 42% of the homeless population while African Americans represented 33%, and Whites(non-Hispanic/Latino) representing 20%.
- In 2017, Black people represented only 9% of the general population in Los Angeles County yet comprised 40% of the population experiencing homelessness.
- The impact of institutional and structural racism in education, criminal justice, housing, employment, health care, and access to opportunities cannot be denied.

³ <https://www.lahsa.org/news?article=895-lahsa-releases-2022-great-los-angeles-homeless-count-results-released>

Social determinants of health and equity contribute to poverty and disparities.

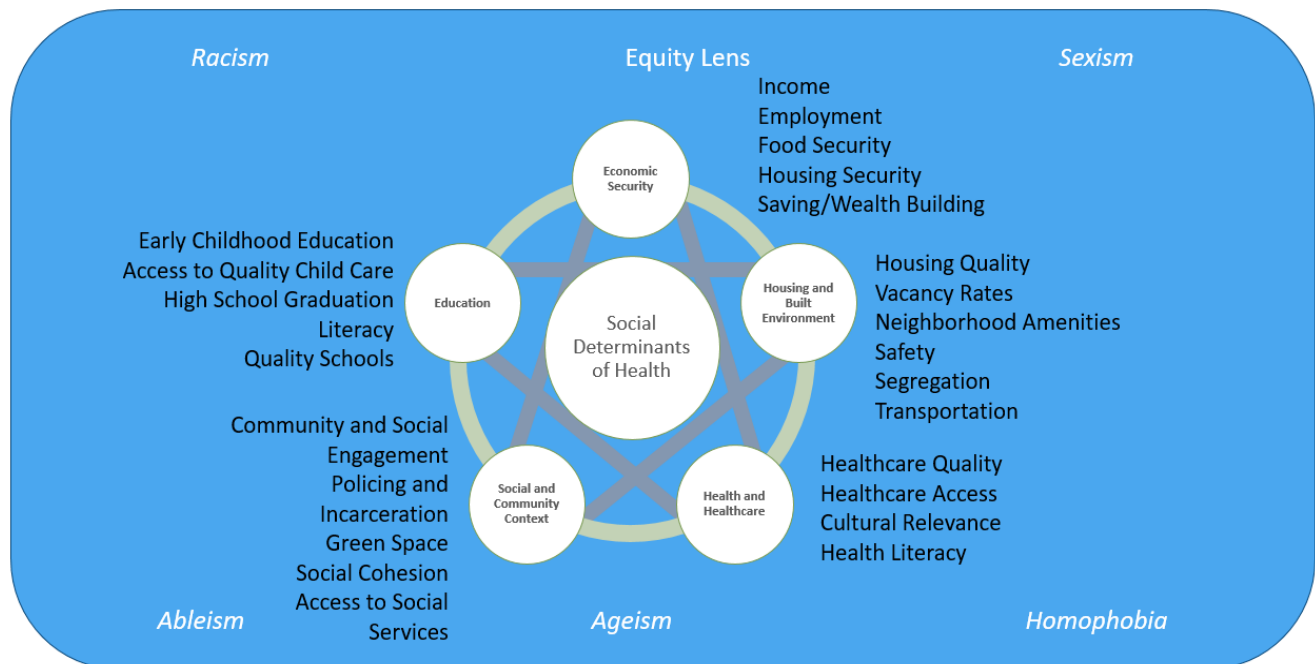


Several additional factors drive racial and ethnic disparities, including increased utilization of public transportation, barriers to health care access, congregate living situations, lower socioeconomic status, language hurdles, and racial discrimination.

As defined by the World Health Organization, social determinants of health are the conditions in which people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power and resources at global, national and local levels.

To expand on that concept, HMA Community Strategies adopted a framework from Dr. Camara Jones to articulate social determinants of *equity* (figure 3). The social determinants of equity are the structural factors, such as racism or homophobia, that, lead to certain groups being disproportionately impacted by social determinants of health.

Figure 3 – Social Determinants of Equity



In order to better identify and address the social needs of communities, particularly underserved and underrepresented communities, the City of Los Angeles conducted a Poverty Summit in 2019. Leveraging the report from the summit, HMA Community Strategies in collaboration with CIFD developed a framework for poverty prevention. The framework utilizes the Collective Impact model that emphasizes the importance of bringing together a variety of stakeholders to tackle complex issues often so deeply rooted in communities that no single policy, government department, organization, or program can independently solve it.

A clear set of **themes for moving collectively to prevent and alleviate poverty** in Los Angeles surfaced during town halls, key stakeholder interviews, and focus groups.

These include:

- Poverty is multigenerational – impacting individuals, families, and communities – and is characterized by psychological distress and trauma. It has both intentional and unintentional consequences.

- Collaboration is impeded by having no north star, silos working in different sectors, lack of conversation, unaware of what city/county departments and CBO's do, funding restrictions, and lack of shared data.
- Collaboration is supported by a strong backbone agency, community conversations, alignment of a common agenda, cross-sector engagement, convening of CBO's to share their work and data, mapping of resources, giving voice to those with lived experience, and agreement on shared measure that captures reality.
- We would know we are making progress by an increase in wellness, academic achievement, employment, wages, affordable housing and childcare; decrease in homelessness, stigma; and improved communication, new programs, and unified data.

Participants contributed to the following understanding of the **root cause of poverty**:

- Generational and contemporary poverty - caused by the historic, intentional denial of loans, financing, housing, access to unions, social security programs, due process and other important economic supports to black Americans that in particular exacerbates the ways in which people of color experience poverty today.
- For people of color, systemic racism compounds poverty's effects, further resulting in disparate access to economic and educational opportunity. People living in poverty are also subjected to judgment and criticism that their impoverished condition is a personal, cultural and moral failure, instead of being indicative of a society that fails to prioritize and care for the needs of all its members. Immigrant status, language acquisition, incarceration, and other factors further contribute to poverty among people of color more.

Finally, participants contributed to the development of this Los Angeles-specific **definition of Poverty**:

Poverty creates inequities that restrict access to money, resources, and opportunities in an economy that treats essentials such as food, a home, or a job as a commodity and not a human right.

Poverty in Los Angeles is worsened by the high cost of housing and childcare, limited access to living-wage jobs and transportation, an educational and vocational system that fails people of color, and the complexity of having to navigate multiple systems and public resources.

People experiencing poverty have no choice but to focus their energy, attention, and resources on immediate needs, often at the expense of long-term goals and aspirations.

Negative experiences associated with race exacerbate effects of income inequality.



Negative experiences associated with one's race—felt on the personal and systemic level—also impact health and wealth. Researchers have suggested that health issues under conditions of social inequality likely result in disproportionate COVID-19 outcomes among communities of color.⁴ Racial trauma is connected to higher rates of depression, anxiety, psychological stress, and poor general and physical health, which could compound the effects of a COVID-19 infection.⁵ Additionally, several historical and present-day factors—such as mortgage redlining, employment discrimination, and healthcare provider bias—have contributed to the conditions in which Black Americans are experiencing the pandemic.



Negative experiences related to one's race contribute to poor economic, educational, and health outcomes. Systemic barriers refer to structural patterns on the social or administrative level. For example, limited English proficiency can inadvertently create disparities by preventing information being communicated to people who need that information the most.

⁴ Poteat, Understanding COVID-19 risks and vulnerabilities.

⁵ Paradies, Y., Ben, J., Denson, N., et al. (2015). Racism as a Determinant of Health: A Systematic Review and Meta-Analysis. *PLoS ONE*, 10(9). DOI: <https://doi.org/10.1371/journal.pone.0138511>

FAMILYSOURCE SYSTEM EVALUATION

Background

The FamilySource System (FSS) is a network of social service centers serving 41,689 clients in the City of Los Angeles (the City) during the past year. Each FamilySource Center (FSC) is housed within a non-profit agency and provides an array of services to empower families. These services include education and tutoring for parents and high-school students, college readiness, financial literacy, tax preparation, recreation, legal services, immigration services, and screening and referral services. The FSS currently operates 16 FSCs across the City.

For the past four years (2019-2022), Health Management Associates Community Strategies (HMA), a national research and consulting firm, has been working with the City of Los Angeles' Community Investment for Families Department (CIFD) to evaluate the FSS to inform best practices, ensure continuous improvement, identify gaps, and support integration with the goal of ensuring the City's largest social service delivery system is helping to alleviate poverty. The evaluation explores program performance (including customer satisfaction) and examined community-level factors that impacted individual FSC performance. This report presents findings from activities and deliverables covering a 12-month period from July 2021 through June 2022.

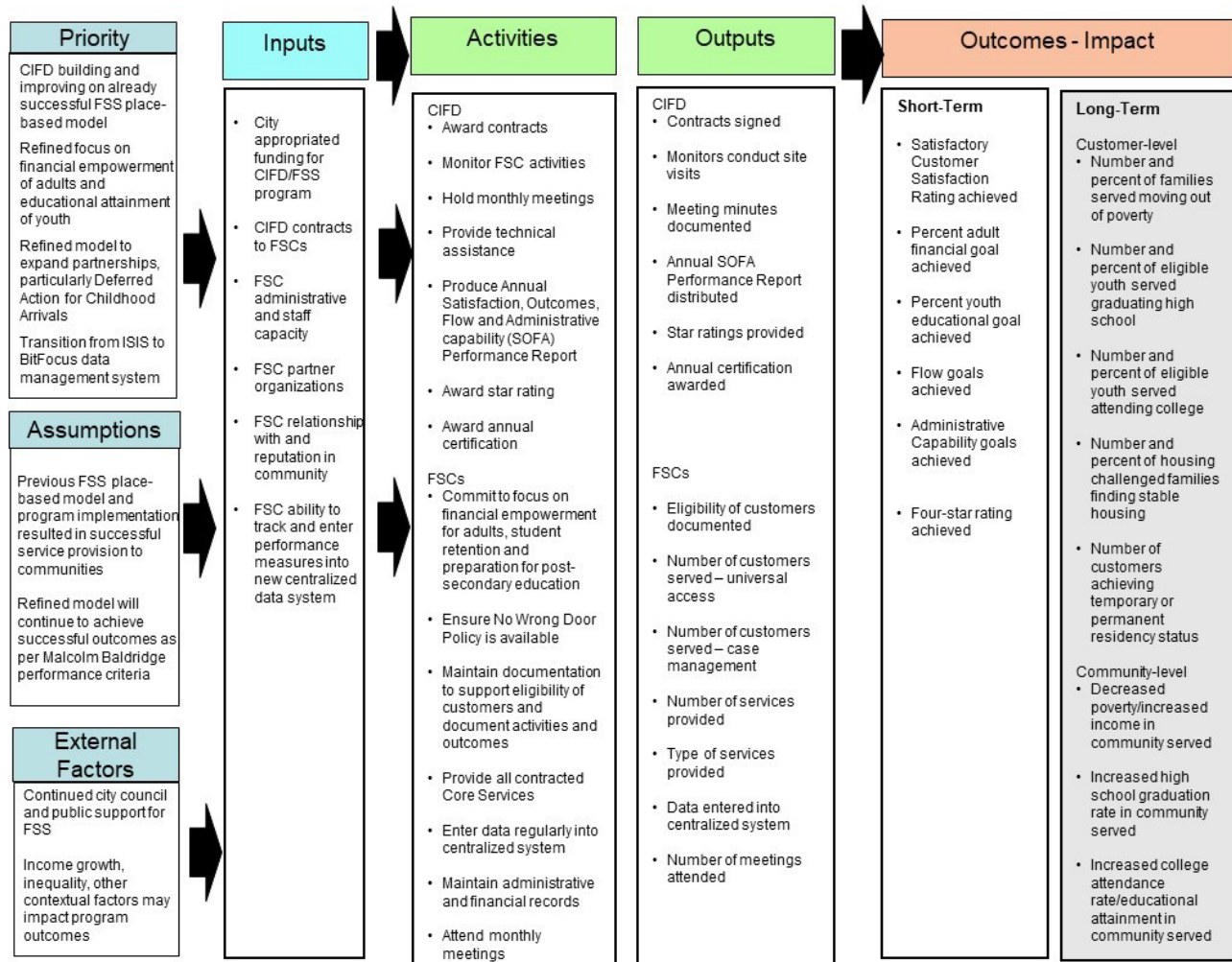
Summary

The Family Source System's place-based programs have demonstrated effectiveness in reaching the City with a broad spectrum of services to lift individuals out of poverty. Both clients and staff report high levels of satisfaction with the centers and the services have impact on short and long-term economic indicators. One of the FSS' demonstrated strengths is the capacity to innovate. The FSC's have become a one-stop shop of assistance for families in need. Of particular note, during the pandemic, the FSC's were able to quickly pivot to become a vital distribution point for the City's emergency housing and cash relief fund. The FSC's provided valuable assistance in the expeditious deployment of gift cards, rental assistance (current and past rent) and security deposits. Building upon yearly evaluation results, the FSS has demonstrated a capacity to adapt investments to match evolving need.

Logic Model

The most effective tool in helping programs articulate their theory of change is a logic model. HMA developed a program logic model in May 2019 describing the overall program, including inputs, activities, outputs, and short-term and long-term outcomes. The logic model provides a visual tool for the FSCs as they support the priorities of the City by turning their actions into impact for the community.

FamilySource System Logic Model



FSC Directors' Satisfaction with FamilySource System

During the spring of each year, HMA conducted a round of key informant interviews with FSC directors and program managers and spoke with staff representing all 16 centers. These interviews focused on their programming and services, changes in the community, challenges, collaboration efforts, and aspirations. The semi-structured interviews were one-hour in duration. Several of the FSC Directors included additional staff. The list of centers interviewed is shown in Table 1.

Table 2. FSC Staff Key Informant Interviews

| FSC Site | Interview Date |
|--|----------------|
| 1736 Family Crisis Center | 2/9/2022 |
| All Peoples Community Center | 2/15/2022 |
| Barrio Action Youth and Family Center | 2/17/2022 |
| Bresee Foundation | 2/2/2022 |
| Central City Neighborhood Partners | 2/3/2022 |
| El Centro De Ayuda | 2/15/2022 |
| El Centro Del Pueblo | 2/8/2022 |
| El Nido Family Center (2 sites) | 2/10/2022 |
| Latino Resource Organization | 2/17/2022 |
| New Economics for Women (2 sites) | 2/14/2022 |
| The Children's Collective | 2/9/2022 |
| Toberman Neighborhood Center | 2/3/2022 |
| Watts Labor Community Action Committee | 2/9/2022 |
| Volunteers of America | 2/8/2022 |

Summary of Interview Questions

What has been your organization's greatest FSC achievement this past year?

Many staff mentioned how grateful they were to provide a great deal of aid and services through the FSC contract to clients and their community at a time when it's needed the most. Staff also mentioned how proud they were of their colleagues and their collective resiliency to work and provide services despite the ongoing COVID-19 pandemic. Retaining and supporting staff was another common achievement among the centers, given how demanding working through the COVID-19 pandemic has been. And finally, successfully meeting contract requirements and responding to additional initiatives was another major accomplishment for staff.

What is the value that is brought to your organization by having a FamilySource Center contract?

All staff members agreed that FSS provides significant value to their organization. First, the contract has allowed many organizations to leverage the FSC services and expand their service offerings by securing other grants. Specifically, as one staff member mentioned, the ability to provide outcomes data to the services provided allows them to demonstrate their performance to other funders. Additionally, the FSC contract has allowed many organizations to foster collaborative relationships with partner organizations. Second, many organizations appreciated that the FSC contract allowed them to provide a wide array of services at their organization, becoming a "one stop shop" as many of them called it. Third, the FSC contract is the only city program that allows organizations to provide services to undocumented individuals and families, which is critical to many organizations that serve predominantly undocumented folks. Lastly, staff members saw value in being a city contractor, which one staff member noted provides their organization with credibility to both clients and other organizations.

How have you fared with staffing over the past year?

Regarding staffing, responses were mixed across the organizations. Some staff members reported having strong retention, being fully or nearly fully staffed over the course of the last year or so and building a strong team. On the other hand, many staff members are experiencing significant challenges and staff shortages. Many attributed staffing challenges to the impact of the COVID-19 pandemic, which has driven the "great resignation" and contributed to significant turnover due to burnout. Moreover, open positions, regardless of title, have been difficult to fill with potential candidates occasionally not showing up for interviews. Potential candidates also have different expectations about the position, looking for remote or hybrid work, and are cautious about a position that may make them susceptible to contracting COVID-19.

What are the most challenging components of having a FSC contract?

One challenge that staff struggle with is the contract timeline, which can often include last minute changes and unanticipated requests. Specifically, managing new initiatives was mentioned as a challenge for some staff members for the same reasons. Additionally, some staff members struggled with unclear communication and conflicting guidance from CIFD staff regarding contract guidelines and administration. Another challenge mentioned by staff was having difficulty managing what they perceive as a large scope of work, which impairs their ability to provide quality services to the expected number of clients. Moreover, some staff feel that the scorecard does not always accurately capture all the work they do as a part of their contract work, including follow-up engagement, work not captured in BitFocus, or work completed prior to the start of the contract period. Finally, some staff report struggling with budget limitations and the constraints on how money can be spent as part of the funding. One staff member stated that they feel that they deserve the same consideration that is given to clients around the freedom of financial investment to effectively offer services.

Thinking about satisfaction, I'd love to hear your opinions about several topics. First, I'd like you to provide a score on a scale of 1 to 10. (1 – very dissatisfied to 10 – very satisfied) for each topic. Then tell me why. (Scores are in the table on page 14)

The monthly director's meetings

Nearly all staff felt the director's meetings are valuable and expressed interest in meeting more regularly (monthly) and in person. Many staff members expressed a desire for CIFD to incorporate their voice more in the meeting. There was a suggestion to have Directors add their own agenda items and have a director co-chair the meeting. Nearly all staff members agreed that the presentations for specific programs and services are important but more appropriately presented to front-line staff members rather than directors. Those presentations should be a separate meeting (training). Several staff expressed how full the agenda was and felt that agenda items like contract details, budget updates and scorecard metrics should be prioritized, put at the top of the agenda, and given more time for discussion.

Information provided about the Community Action Board

Most staff members reported either not receiving any or very little information regarding the community action board (CAB). Those that did receive information or had attended CAB meetings felt they were not helpful, sometimes confusing, redundant of director's meetings or unclear about the CAB's purpose.

Training

Overall, staff expressed a desire for more training, particularly further ahead from the contract start date. Many staff expressed frustration with last minute trainings conducted before initiatives start, which does not provide them adequate time to prepare. Specifically, training on BitFocus was requested by several staff members.

BitFocus

Overall, there has been an incremental improvement from last year in regards to BitFocus proficiency but many of the same challenges remain. Most staff members described difficulty pulling reports in BitFocus and a few staff mentioned that data entry can be time consuming. One staff member suggested adding a document upload feature to make the process more efficient. The number of licenses also presents a challenge for a few organizations that only have limited staff to complete the data entry. Finally, training was a commonly expressed need, with the understanding that CIFD's database manager is just one person among the 16 sites.

Customer satisfaction survey

Staff reported appreciation for the improved online dissemination of the survey but acknowledge that this also presents a challenge for many clients who are unable to complete it online. Several staff mentioned that their clients prefer a hard copy survey or communicating directly with a researcher and that some clients feel the survey is too long. Many staff members also expressed frustration with being unable to see the results of the survey after it has been completed.

Clarity of performance standards

A few staff feel that there is a lack of clarity and some confusion around performance standards, while many others feel that the performance standards are straightforward and clearly communicated. Thus, one staff member reported feeling that each center may have a different understanding of the outcomes and expectations. Some staff members report conflicting direction between their monitor and supervisor, as well as changes or shifts in standards. One staff member expressed how they wish more qualitative analysis was included in the standards in addition to the quantitative measures.

The scorecard

Most staff members report that the scorecard is very clearly communicated and easily understood, providing a visual and specific representation of performance. Challenges with data entry in BitFocus lead several staff members to report that their scorecard may not accurately reflect performance or their score. Moreover, some staff report a disconnect between what they are reporting in terms of performance and what CIFD reports. Finally, a few staff members feel the scorecard can be demoralizing, with one staff member feeling like they are working for a better score rather than on impacting their community.

Guidance and communication from The Community Investments for Families Department (CIFD)

Overall, staff report that guidance and communication has improved. Some staff report a lack of responsiveness from CIFD, which makes it difficult to communicate. A few staff members report frustration around delay in grant starts and the importance of prompt responses once contracts are initiated. One staff member recommended a shared communication platform for all FSC and CIFD to facilitate communication.

Overall, how satisfied are you with your FSC contract?

The majority of staff members report a clear value in the FSC contract, which consistently provides resources that allows their agencies to make an impact on their community. Moreover, leveraging the contract allows many organizations to secure other grants and expand their service offerings. Additionally, one staff member noted how appreciative they were of the collaborative between the organizations and the other executive directors. A few staff members expressed the desire for the contract value to more accurately reflect the work required and resources necessary to meet goals expected. Some staff members acknowledged that the bureaucracy is challenging and that there is always room for improvement.

Aggregate scores

| Organization Name | The monthly director's meetings | Information provided about the CAB | Training | BitFocus | Customer satisfaction survey | Clarity of performance standards | The scorecard | Guidance and communication from CIFD | Overall Satisfaction of the FSC Contract | Average Score |
|--|---------------------------------|------------------------------------|------------|------------|------------------------------|----------------------------------|---------------|--------------------------------------|--|---------------|
| 1736 Family Crisis Center | 7 | 6 | 4 | 2 | 10 | 2 | 8 | 7 | 7 | 5.9 |
| All Peoples Community Center | 7 | 6 | 4 | 4 | 1 | 7 | 8 | 7 | 9 | 5.9 |
| Barrio Action Youth and Family Center | 6 | 5 | 6 | 5 | 8 | 5 | 8 | 8 | 7 | 6.4 |
| Bresee Foundation | 3 | 3 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 3.6 |
| Central City Neighborhood Partners | 7 | 5 | 7 | 9 | 8 | 9 | 10 | 6 | 8 | 7.7 |
| El Centro de Ayuda | 6 | 5 | 7 | 5.5 | 8 | 8 | 8 | 7 | 9 | 7.1 |
| El Centro del Pueblo | 8 | 1 | 5 | 6.5 | 9 | 7 | 3 | 9 | 7 | 6.2 |
| El Nido Family Centers-Pacoima | 6 | 3 | 4 | 7 | 7 | 6 | 7 | 6 | 7 | 5.9 |
| Latino Resource Organization | 6 | 3 | 2 | 4 | 6 | 8 | 8 | 6 | 9 | 5.8 |
| New Economics for Women | 6 | 6 | 7 | 4 | 7 | 7 | 8 | 7 | 6 | 6.4 |
| The Children's Collective, Inc. | 7 | 2 | 4 | 4 | 6 | 8 | 7 | 5 | 7 | 5.6 |
| Toberman Neighborhood Center | 3.5 | 5 | 7 | 5 | 7 | 10 | 10 | 8 | 8 | 7.1 |
| Watts Labor Community Action Committee | 7 | 1 | 5 | 9 | 7 | 9 | 10 | 7 | 10 | 7.2 |
| Volunteers of America | 10 | 10 | 8 | 9 | 10 | 7 | 3 | 10 | 7 | 8.2 |
| Average Score | 6.4 | 4.4 | 5.2 | 5.6 | 7.0 | 6.9 | 7.2 | 6.9 | 7.5 | |

The new RFP for the FamilySource System will be released later this year. What should be the redesign of the RFP?

Many staff members expressed a desire to retain a specific focus to the scope of work and provide greater depth those areas rather than try to tackle a wide variety of areas. That said, a number of staff recommended other areas of focus to adopt as part of the contract, including rental and utilities assistance, tenant’s rights advocacy, and a greater focus on elementary school children as part of the academic achievement work. Regardless of the scope of work, many staff members acknowledged that the resources provided through the grant should match the scale of the outcomes especially given the need. Specifically, some staff members reported that the quota of 2,500 clients served is difficult to reach and would involve prioritizing quantity over quality of service. A few staff members also expressed a desire for greater flexibility with position qualifications and salaries, suggesting that years of experience can replace degrees attained and that the budget would account for salary increases and promotions. Overall, the scope of work should reflect the impact of the COVID-19 pandemic on clients as well as the FSC organizations.

Should there be more than 16 FSC sites? Why or why not?

Yes (5)

Staff who felt there should be more FSC sites recommended a center in Highland Park, the San Fernando Valley, South LA and/or San Pedro. Staff members felt that given how large the city is and how great the need is, FSCs are critical in responding to crisis, as exemplified by the COVID-19 pandemic; however, staff members suggest that funding should increase proportionately with the increase of centers.

No (5)

Staff who did not feel there should be more centers do not see any present gaps and in fact feel that FSC centers may oversaturate the city if the network were to expand. Staff members suggested that rather than more FSC sites there should be satellite sites at partner agencies to strengthen partnerships and drive client outreach.

Not Sure (4)

Some staff members were not sure if more sites should be added, as they were concerned that this would lead to competition for the same clients and reduce the capacity of the existing centers.

What are your thoughts about homeless prevention efforts as part of the scope for the new RFP?

Overall, most staff members expressed that adding homeless prevention efforts as a part of the scope of work would be a good idea. Most staff members acknowledge that homeless prevention is an important topic that many have already been working on, with a tremendous need now given the COVID-19 pandemic. Several staff members wanted clarity around what that work would include and what population specifically they would be working with, as they don't want to duplicate the efforts of other organizations or LAHSA. Therefore, this work may work the most effectively when partnering with an entity that focuses specifically on housing or homeless prevention. Finally, many staff members expressed the need for additional funding if this were to be added to the scope.

If there is one thing you could change about your contract as an FSC, what would that be?

Overall, staff members report a desire to change how restrictive the contract can be in regards to several features. As previously mentioned, staff members would like more flexibility around who they can hire, specifically in regards to job descriptions and qualifications. They would also like greater flexibility around who they can serve and to remove the restriction of LA City residents only (this is a concern for the few sites that sit near the City/County border). A desire to change the restrictions associated with the budget was shared among staff members, who wanted greater freedom around how money is spent. Moreover, many staff members wanted to increase the budget for the contract to serve the number of expected clients more appropriately, or reduce the expected number to more accurately reflect the budget.

What would you say to the LA Times about the FamilySource System?

The FamilySource System (FSS) is an invaluable collection of organizations that have done so much for so many community members. The FSS is a unique, place-based network of providers that offer a "one stop shop" of resources that has made a tremendous impact to those in need. Staff members would use this opportunity to request more funding and resources to this network from the public and bring greater awareness to the work they do.

Do you have an agency motto or slogan? What is it?

One common theme among all the organizational mottos is a focus on supporting families and individuals in reaching new heights.

- Working together to end poverty
- Support DV survivors become self sufficient
- Real solutions, real heart, real service
- We do it all
- We are here for the pueblo
- No child can grow up twice
- Strengthening youth and families
- Economic stability and mobility are a fundamental human right

- We help everyone
- Transforming people. Changing lives.
- We love Watts. We love people.
- Helping the most vulnerable reach their potential

Is there a standing item that you think should be on the director's agenda?

Staff members suggested the following items that they would like to see added to the agenda:

- Follow up on questions and issues brought up from the previous meeting
- Contract details, process, and contract management
- Time to share best practices between directors
- Dedicated time to discussing and planning for the future
- Information about new funding opportunities

What else would you like to convey to CIFD regarding your current contract or the upcoming RFP? Any final thoughts?

Regarding the Request for Proposals (RFP), staff members expressed a desire for CIFD to keep them in mind and consider their voice and input, particularly in regards to additional projects and initiatives directed to the centers. One staff member suggested using an anonymous survey for staff to provide feedback regarding the RFP and to receive more information about the RFP ahead of time. Regarding decision around contracting, some staff members wish CIFD would consider the unique challenges of the COVID-19 pandemic, the difficulty with staffing and how well centers "met the moment" of high need.

Any final thoughts?

One staff member mentioned the importance of acknowledging the hard work the FSC staff have done and that appreciation from CIFD would be valuable. One staff member expressed that they felt the intake system is antiquated and that it needs revisiting and modernization, with greater integration with technology. Another staff member expressed an interest in having evaluators present to the FSC directors and not just the CIFD staff. Finally, one staff member asked to expand the contract with LAUSD and develop a more comprehensive MOU as they provide an asset to their work.

Customer Satisfaction Survey

As part of the FSS evaluation, HMA Community Strategies conducted two customer satisfaction surveys during this evaluation period (Fall 2021 and Spring 2022). HMA deployed a web-based survey option in addition to a paper-based option, both of which were offered in English and Spanish. See Appendix A for the youth and adult survey questionnaires.

Study Approach

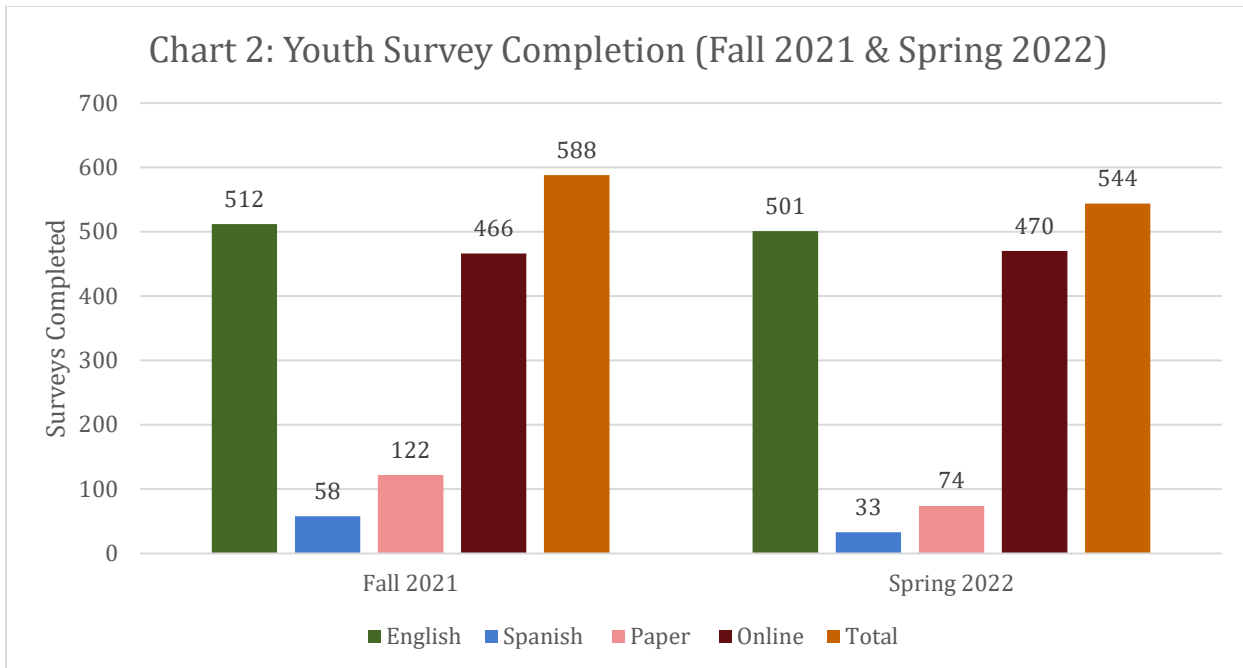
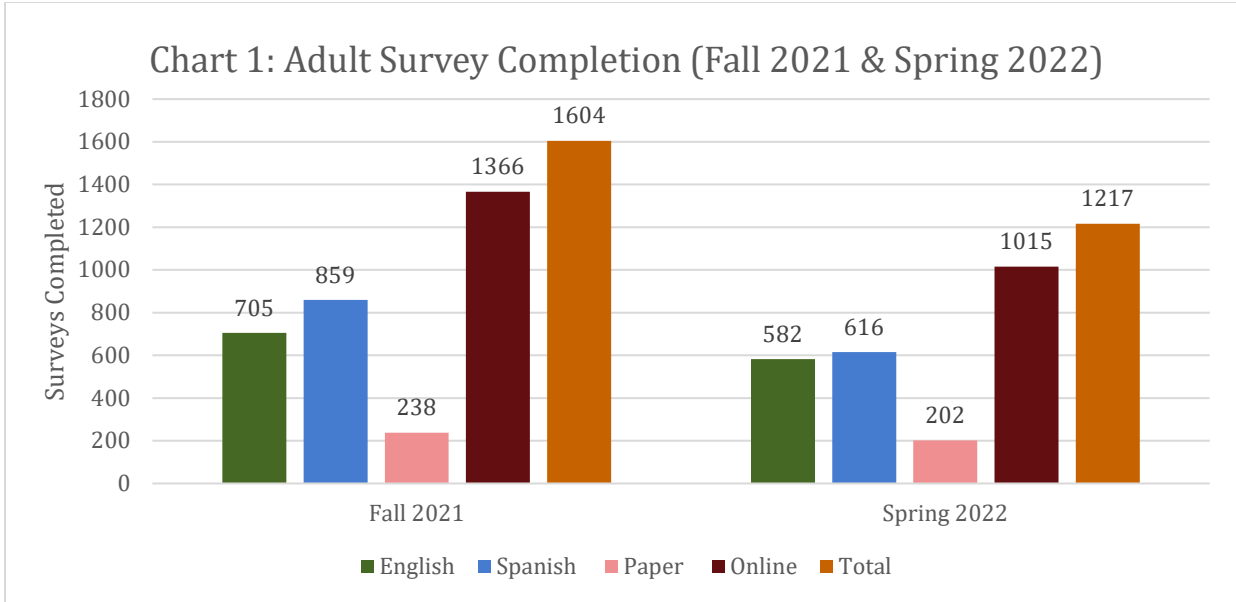
The surveys were designed to measure customer satisfaction for adult and youth clients for all FSCs. Satisfaction was rated for the following areas:

- + Overall satisfaction
- + Satisfaction with center staff
- + Satisfaction with center facilities
- + Satisfaction with center services

Overall satisfaction was measured by one question, and individuals were also asked if they would recommend the center to others. Individuals reported verbatim what they like most about the center and their recommendations for improvement in center services. The adult survey included 13 satisfaction-related items and the youth survey included 16. Satisfaction items were rated on a scale of one to five, with one being 'strongly disagree' and five being 'strongly agree.' HMA also collected information on client demographics and center program attendance patterns.

The surveys were administered for a two-week period in all centers between October 18 and October 29, 2021 (fall) and another two-week period between April 18 and April 29, 2022 (spring). To promote the online survey (web-based and mobile enabled), HMA used a third-party vendor to broadcast a text message to the FSC customers to complete the survey.

Charts 1 and 2 show a total of 1,604 adults and 588 youth completed the fall survey and 1,217 adults and 544 youth completed the spring survey. Among adults, 1,366 respondents completed the survey online in the fall compared to 1,015 in the spring, indicating a 23% decrease among adults. For both the fall and spring survey periods, roughly half of adult responses were completed in English and Spanish. During both the fall and spring survey periods, youth primarily completed the survey online, as the survey was most accessible virtually. A vast majority of youth completed the survey in English during both time periods—87% during the fall and 92% during the spring survey period.

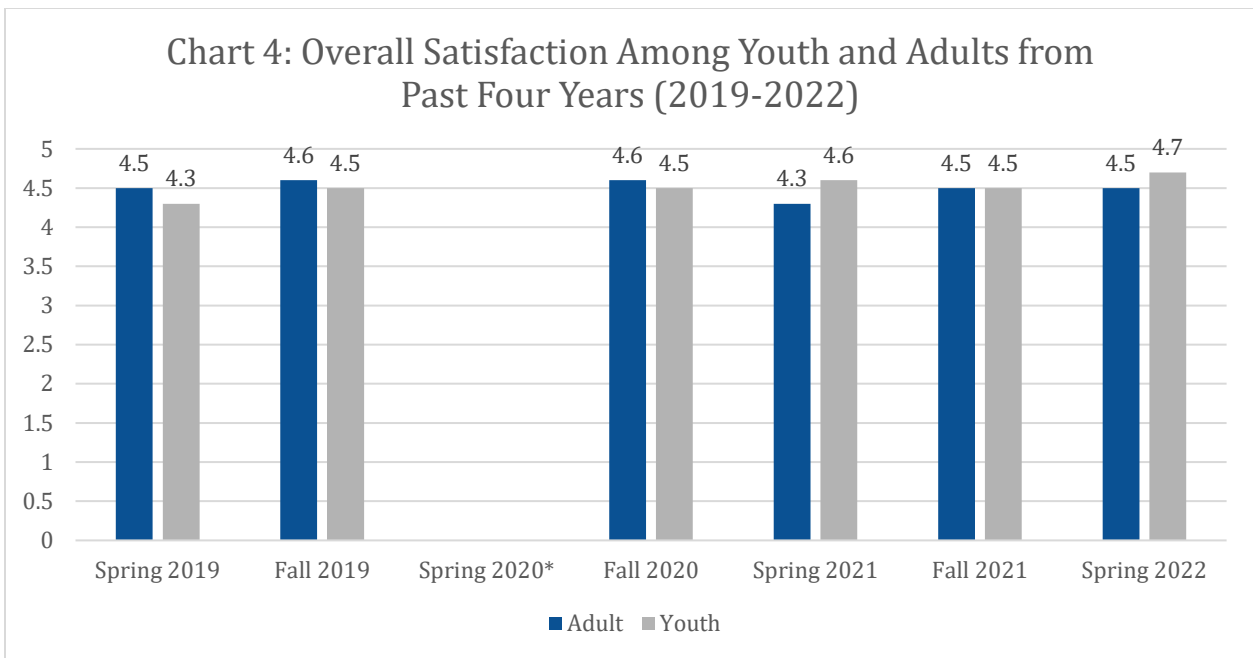
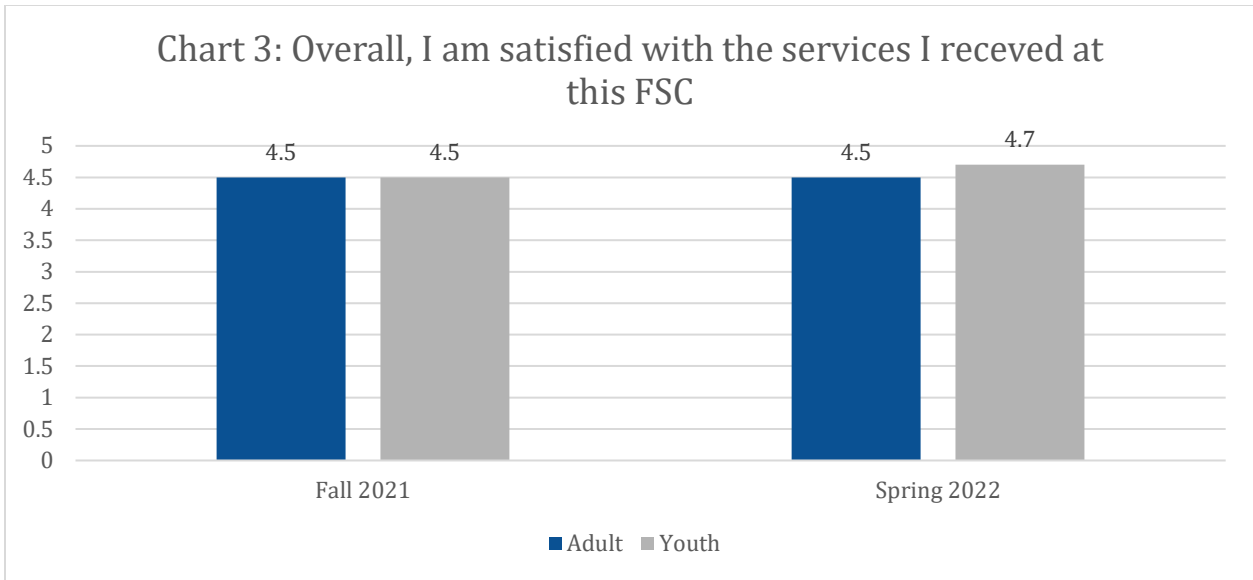


Results

The scores across centers are captured in this report. The individual center average scores for adults and youth for each satisfaction item are included in Appendix B.

Overall Satisfaction

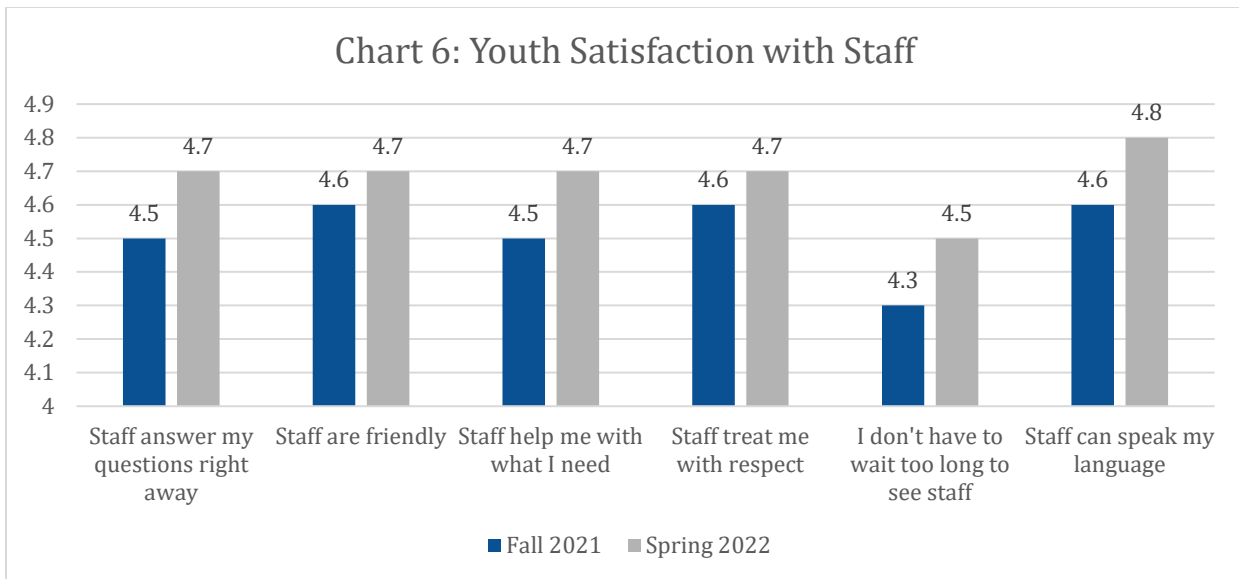
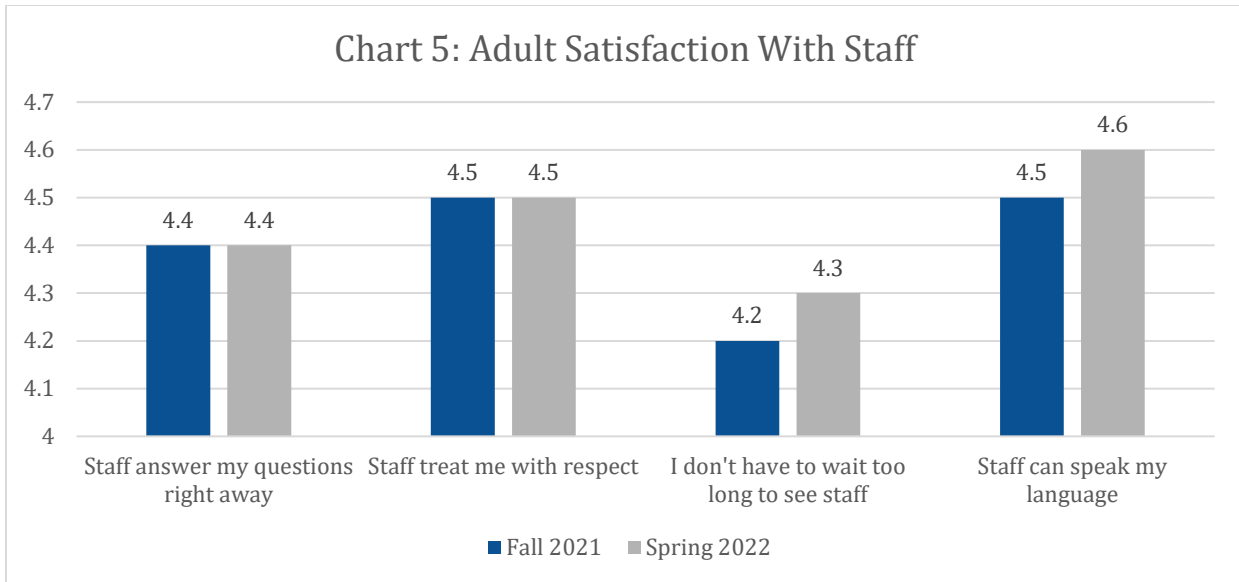
Chart 3 shows overall satisfaction, with an average of 4.5 for adults in fall and 4.5 in spring, and 4.5 for youth in fall and 4.7 in spring. This indicates a 5% increase for youth and no change in score among adults. Chart 4 shows overall satisfaction over the last four years, with an average score of 4.5 for both adults and youth across the six survey periods.



**Note: Due to the COVID-19 pandemic, the customer satisfaction survey was not conducted in the spring of 2020.*

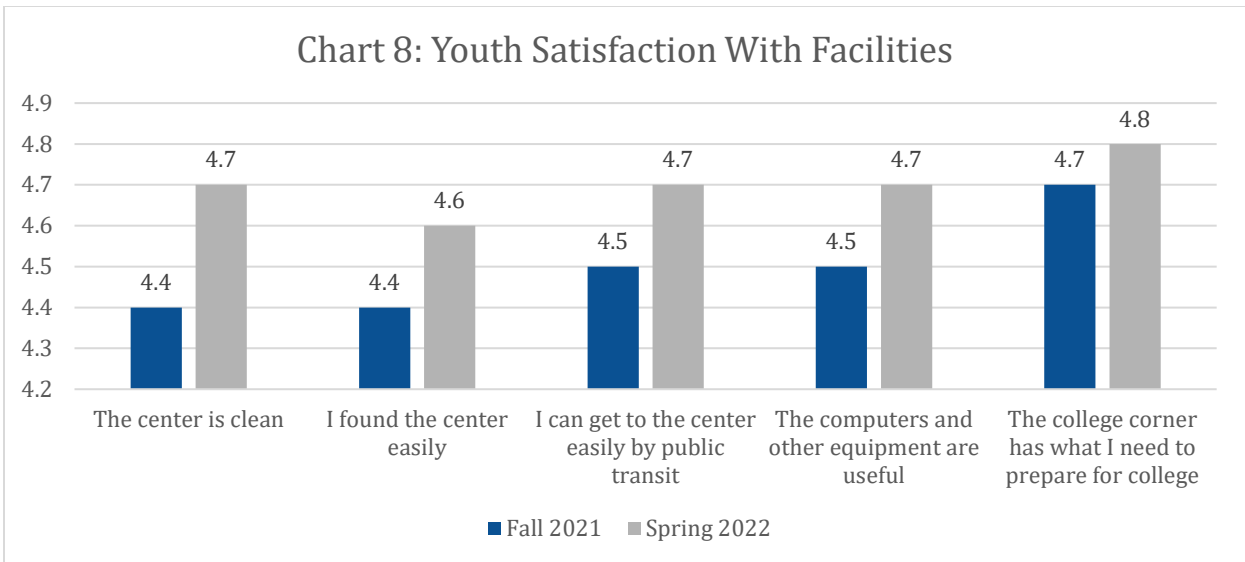
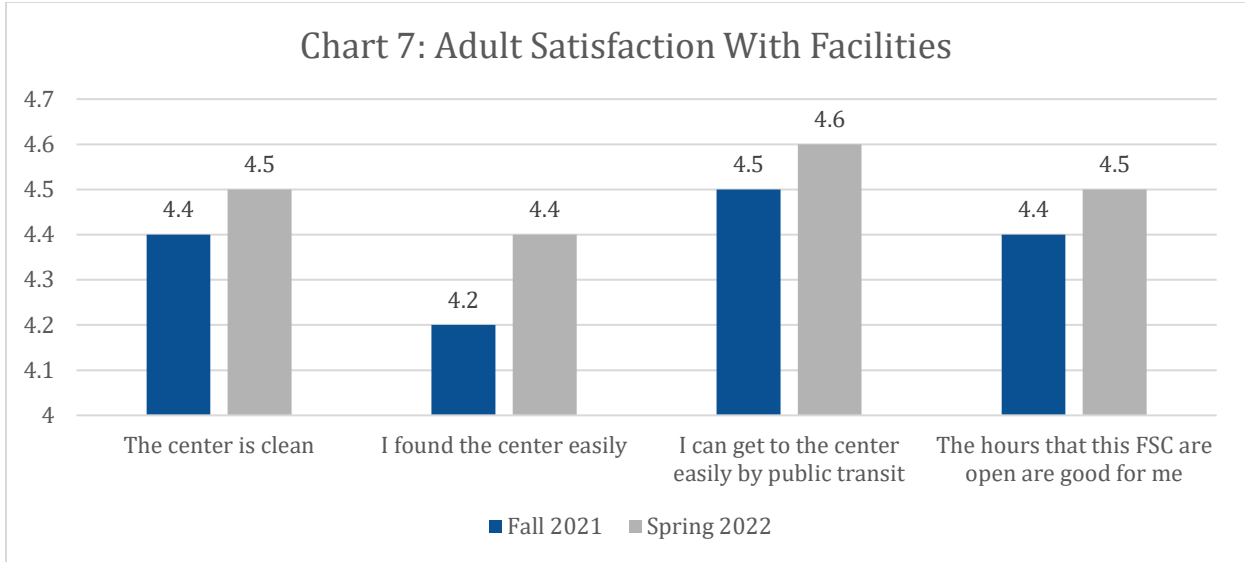
Satisfaction with Staff

Charts 5 and 6 indicate that both adult and youth clients report high rates of satisfaction with staff. Satisfaction with staff increased somewhat between the fall and the spring survey for both adults and youth. Ratings remained above 4.2 on average among adults and about 4.3 on average among youth. Ratings among adults and youth for satisfaction with staff answering questions, being friendly, treating clients with respect, and speaking the client’s language were all at least on average 4.2.



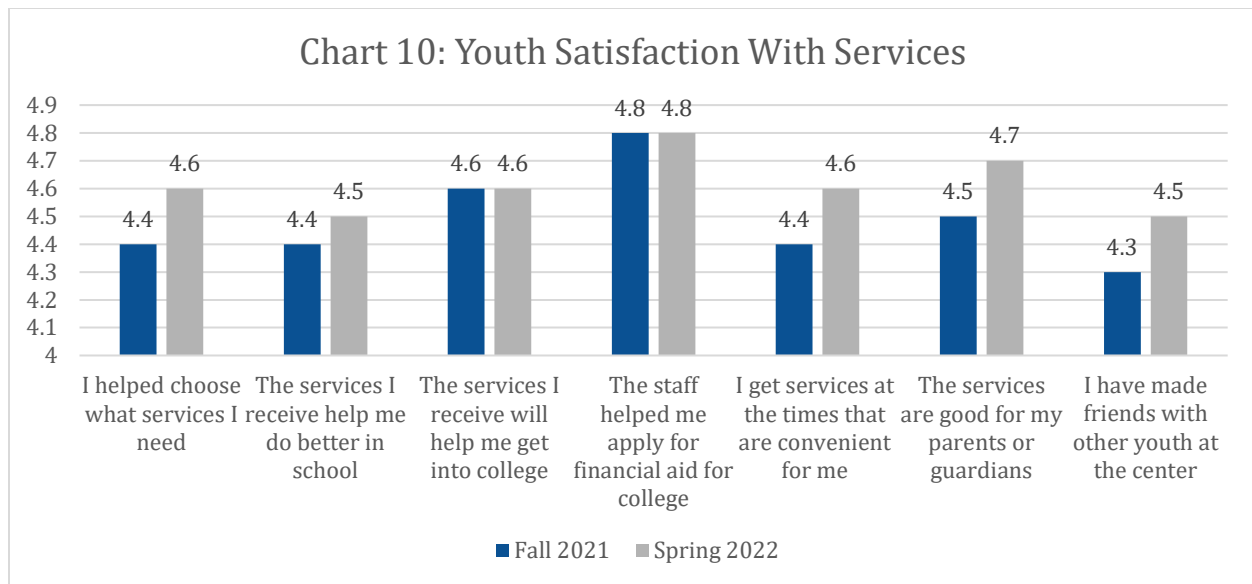
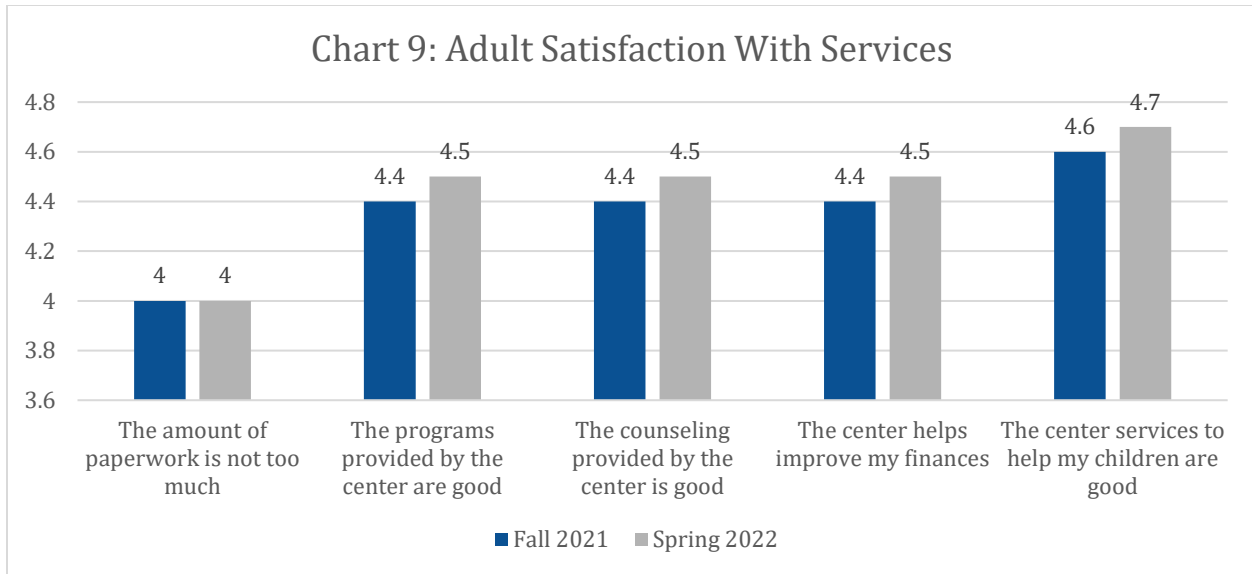
Satisfaction with Facilities

Charts 7 and 8 indicate average ratings of client satisfaction with center facilities. Again, satisfaction with facilities increased somewhat between the fall and spring survey periods for both adults and youth. Ratings remained above 4.2 on average among adults and about 4.4 on average among youth. Adults and youth reported high levels of satisfaction with center accessibility via public transit and center cleanliness, with a reported increase in satisfaction between survey periods. The highest average satisfaction score among youth (4.8) was for the college corner and the college preparation support offered.



Satisfaction with Center Services

Charts 9 and 10 indicate average ratings of satisfaction with center services. Much like staff and facilities satisfaction, average scores for center services increased between the fall and spring survey periods for both adult and youth respondents. For adults during both survey periods, all services were rated at least 4 and above on average, with satisfaction with services for their children receiving the highest average rating (4.7). For youth during both survey periods, all services were rated 4.4 and above on average and the services provided for financial aid support received the highest average rating (4.8). In the spring, most youth and adult average scores increased in ratings by 2% or 4%.



Attendance Patterns at FamilySource Centers

Adults most often reported attending a FamilySource Center for the first time either in the last month or more than a year ago in both survey periods. Most adults reported coming to a FamilySource Center once (40% for the fall period and 35% for the spring period) or twice (21% for the fall period and 21% for the spring period) within the last month. Youth most often reported attending the center for the first time in the last month (32% for the fall period and 16% for the spring period) or more than one year ago (29% for the fall period and 31% for the spring period). Youth, like adults, reported that they came to a FamilySource Center once or twice in the last month.

Demographics

Among adults, most responses were from women (76% for the fall period and 77% for the spring period) and people between the ages of 26 and 55 (70% for both the fall period and the spring period). Among youth, responses were split evenly between males and females in both survey periods and a majority of respondents were 15 and older in both periods (47% for fall and 54% for spring). For both groups at both survey periods, most respondents identified as Hispanic/Latinx.

Customer Satisfaction Conclusions

Overall, both adults and youth expressed high levels of satisfaction with all aspects of the center, including staff, facilities, and services provided. There was a slight increase in all satisfaction scores among both adult and youth between the fall and spring survey periods, with average scores at or above 4 out of 5. In both survey periods, adults and youth predominantly completed the survey online given the switch to virtual outreach methods, although several adults and youth still did complete a paper survey.

ECONOMIC IMPACT STUDY

Methodology

To provide a broader context in which to frame and analyze the FamilySource Centers reach and impact, HMA conducted a quantitative economic analysis utilizing multiple data sources which afforded insights into the social and economic determinants that should also be considered when planning interventions for families in the City of Los Angeles. This section has been updated with the most recently available data providing an overview status for LA City and FSCs geographic areas (overall poverty, families living in poverty, living arrangement, family size, education, income, and employment). Outcome results are recorded up to 2022, allowing for a year-over-year analysis.

HMA used two main data sources for this analysis: the US Census Bureau’s American Community Survey (ACS), and data provided by the Community Investment for Families Department (CIFD). For one part of the analysis, we used city-wide data on Los Angeles (as defined by the Census). For another part, we used Census tracts, which are small areas within the city that roughly correspond to neighborhoods, or small sub-regions of the city. Using the street addresses of each of the 16 FSC sites, we placed them into Census tracts. For the data pulled, 6-year ACS results were used between 2015 and 2020.

The ACS data were used to show trends in poverty across the city. Additionally, we created sub-categories of poverty by slicing the data in four ways, extreme poverty which is less than 50% of the federal poverty line, or FPL; less than 100% of the FPL; 100-150% of the FPL; and 150-200% of the FPL. For discussion and presentation purposes, we used three sub-categories to illustrate levels of extreme poverty (less than 50% FPL), poverty (less than 100% FPL), and being near-poor (100-150% FPL) which varied across the Census Tracts, providing us with an approximation of these conditions in the neighborhoods for each FSC site. Variables representing education level, family size and family type (i.e., single female headed household etc.) were used in conjunction with the poverty data to provide a more robust understanding of the factors that impact outcomes.

The Los Angeles Community Investment for Families Department provided a considerable amount of data which fell into 5 domains for analysis:

1. The total number of “unduplicated persons” participating in the initiatives, across sixteen sites, along with the total number of “service events” across these sites.
2. Employment-related outcomes, such as youth and adults getting jobs.
3. Public assistance outcomes such as people who are newly employed getting the Earned Income Tax Credit, Child Care Tax Credit, and Cal Fresh.
4. Academic achievement including graduating from high school, or getting a GED, and post-secondary education or career technical education.
5. Miscellaneous outcomes such as obtaining a training certificate, transportation assistance, obtaining citizenship, and civic engagement.

For these and related other outcomes, we received and organized information on the years running from July 1, 2017 to June 30, 2018, from July 1, 2018 to June 30, 2019, and from July 1, 2019 to June 30, 2020, from July 1, 2020 to June 30, 2021, and from July 1, 2021 to June 30, 2022.

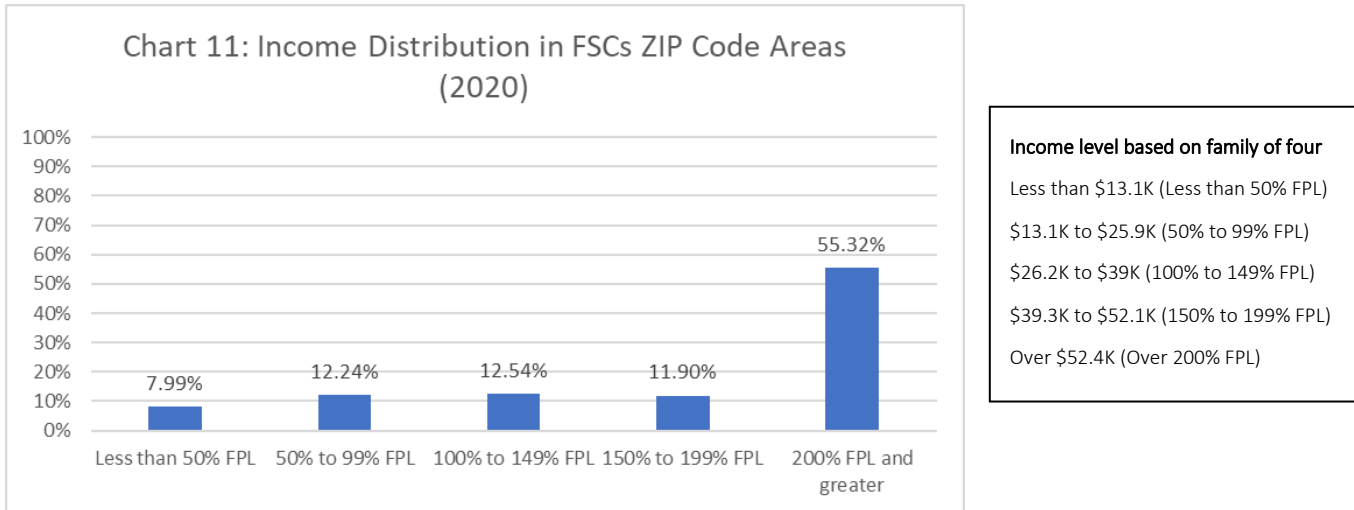
Lastly, we identified the sources of funds coming into the 16 FSCs from external sources. These include federal subsidy programs such as SNAP, EITC, and the Child Care Tax Credit, as well as federal/state housing assistance programs (e.g., Section 8 and public housing). These external sources of funding create a “multiplier effect” as the newly arriving resources are spent within the city of Los Angeles, and that spending generates income for local shopkeepers, restaurants, utilities, health services, and other businesses. A portion of that income received is, in turn, spent and produces a positive economic ripple effect.

HMA relied on a methodology created by researchers at the California State University Northridge for estimating this multiplier in Los Angeles in their earlier study. These researchers estimated local multipliers for each local industry. The weighted average multiplier was calculated at 1.9, which was applied to the infusions of funding that came from outside the community. This multiplier effect is further explained below.

Overall Poverty in the City of Los Angeles

Los Angeles City is one of the largest cities in the US, with a total estimated population of 3,849,297 in 2021, a median household income of \$65,290 and 35.6% of the population with a bachelor’s degree or higher. In 2020 the total population living in the zip code areas where the FSCs are located is 979,578.

Chart 11 depicts the income distribution among these areas and reveals that for the 16 FSCs areas within Los Angeles, families with incomes less than 100% of the poverty level make up more than 20% of the population (compared to 16.9% in the city as a whole). **This trend hold when considering families with incomes less than 200% of the poverty level, with 35.7% of families in the city compared to 44.7% of families in FSC zip code areas, confirming that FSCs are located in areas of the city disproportionately impacted by poverty.**



An important finding to consider when looking at poverty and disparities is family structure and living arrangements. Our analyses indicate that within the City of Los Angeles, female-only headed households are more likely to live in extreme poverty. In 2020 female-headed households both with and without children made up the largest proportion of each level of poverty analyzed. The three categories of families were “all families”, “married couple families” and “female household only”, compared at the <50% FPL, <100% FPL and <125% FPL. A chart with different levels of poverty by family structure over time as well as the most current depiction are presented below under **Chart 12** and **13** respectively:

Chart 12: Percent of Families with Specified Poverty Levels by Family Composition, Los Angeles City

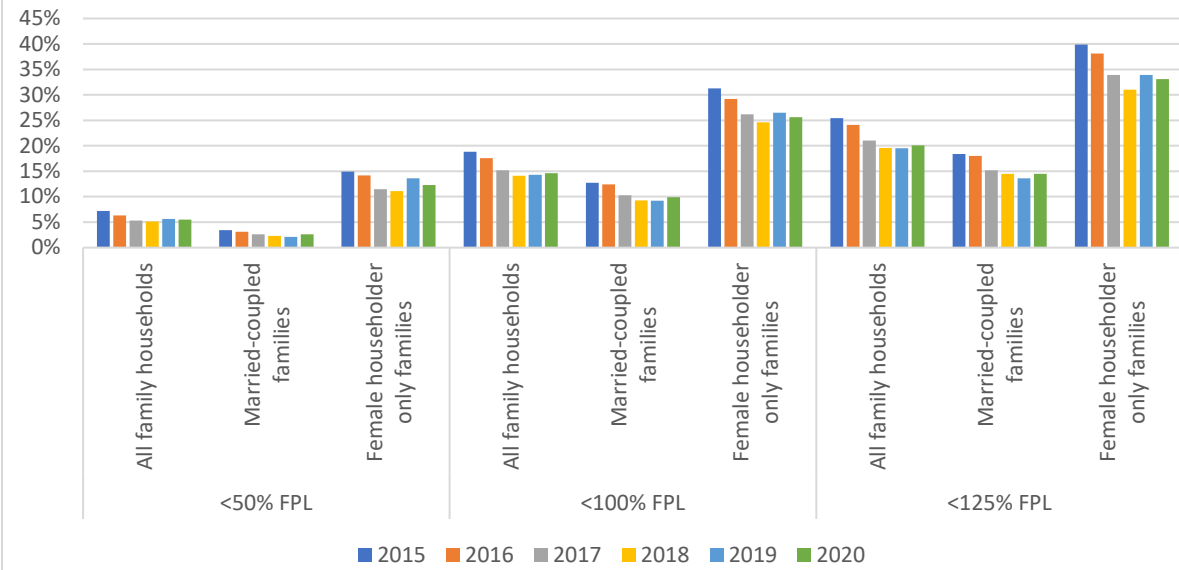


Chart 13: Percent of Families with Specified Poverty Levels by Family Composition, Los Angeles City (2020)

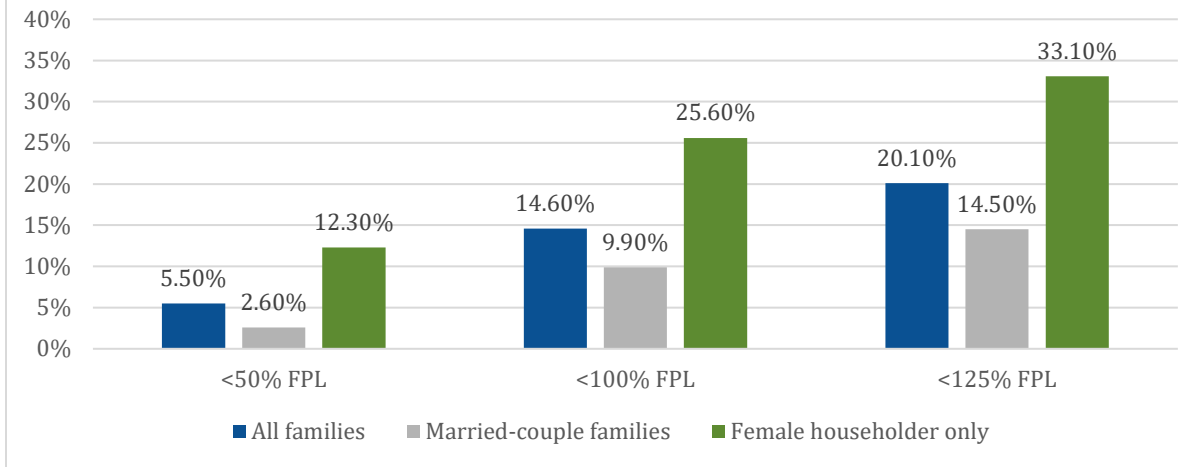


Chart 14 demonstrates a slight decline in the % of female household only families with incomes less than 50% of the Federal Poverty Level between 2019 and 2020. It will be critical to follow the trends in this group as the impact of the pandemic stretched into 2021 and 2022 and the pandemic-specific program and income supports decrease. Single-parent households confront additional challenges that married-couples do not, such as alternating in the care for children while at work if childcare setting/schools are not an option, combined income sources, and the additional support needed to participate in the job market, and it seems likely that these challenges were increased by the ongoing uncertainty of the pandemic.

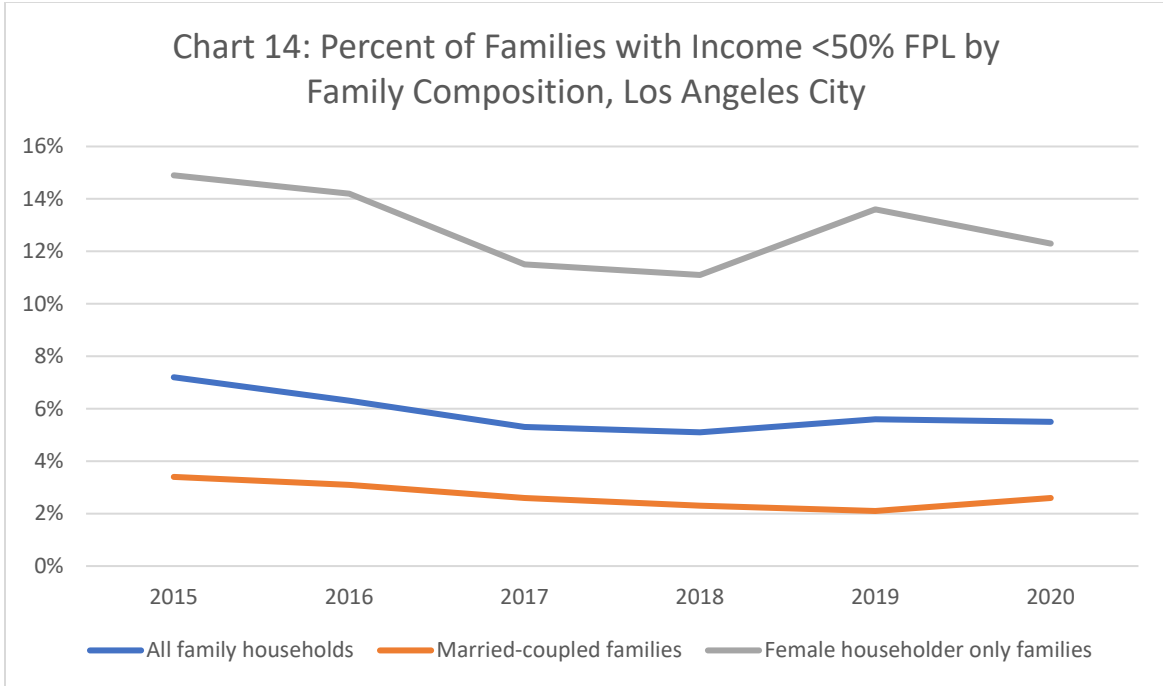
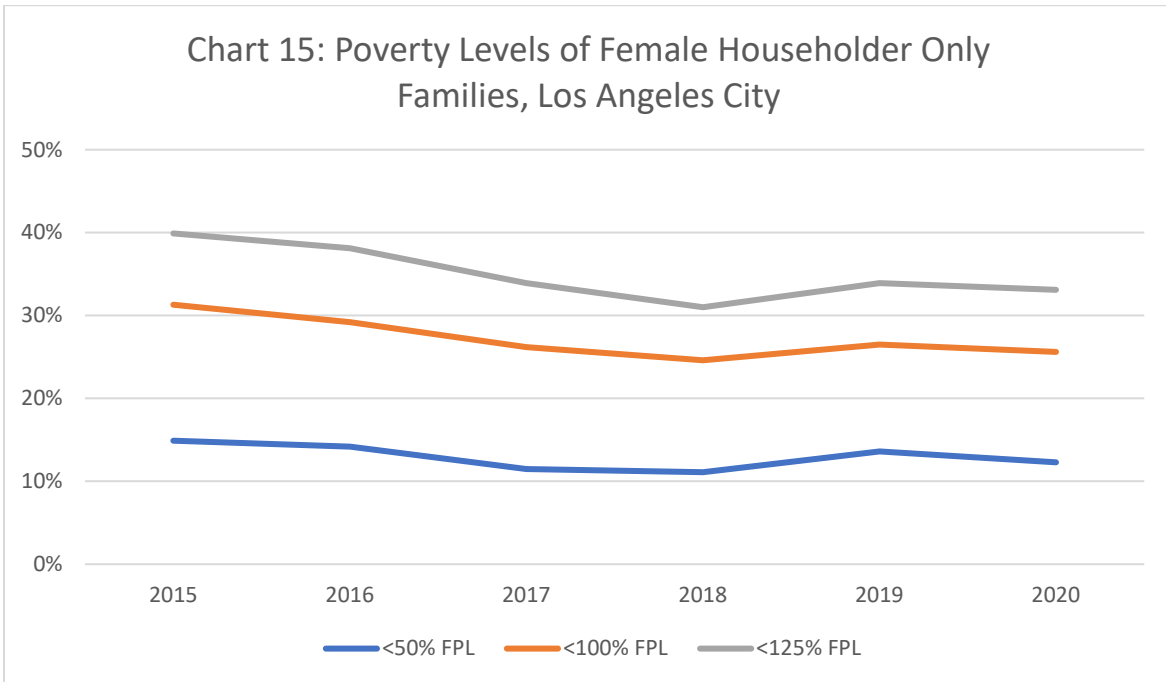
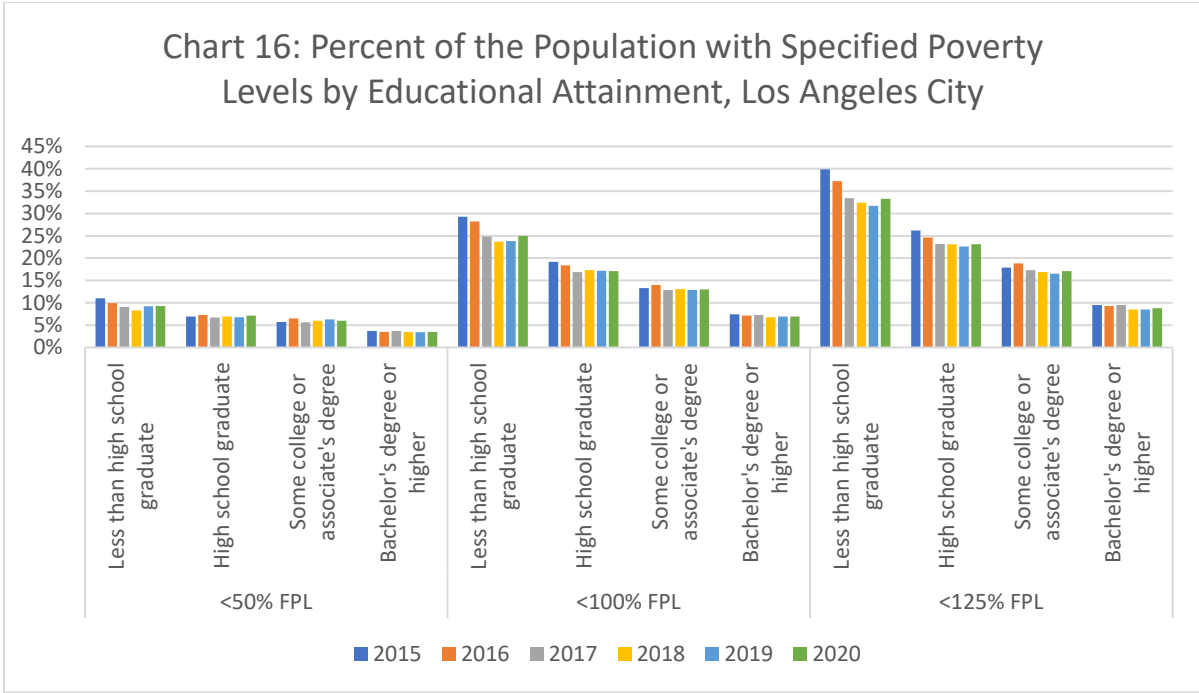


Chart 15 serves as an indicator of poverty among female only households, with larger percentages in deeper levels of poverty. As shown previously in **Chart 12**, this pattern of poverty holds true when looking at various values of FPL for female-only households.



When looking at educational attainment, it is not surprising to find that those with fewer years of schooling earn less. Furthermore, the share of deep poverty is higher among those with less than a high school education. **Chart 16** depicts this pattern which holds across various levels of poverty.



While gains were achieved to reduce deep poverty since 2015, after 2018, the direction changed, affecting those with fewer levels of education in a higher proportion as depicted in **Chart 17** below.

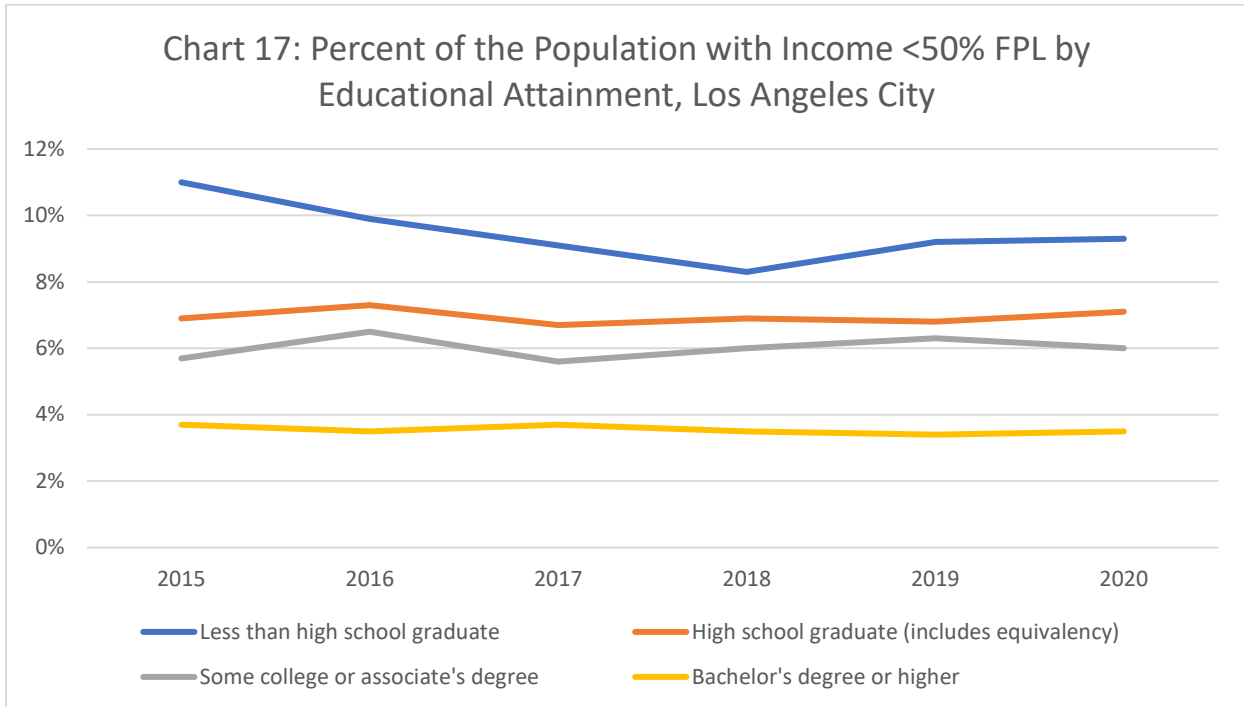
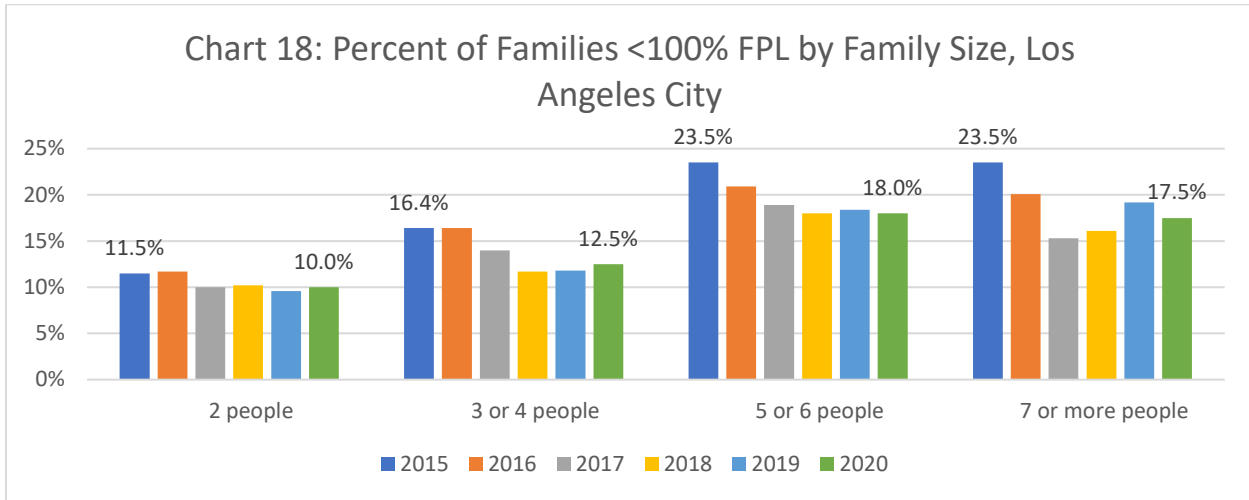
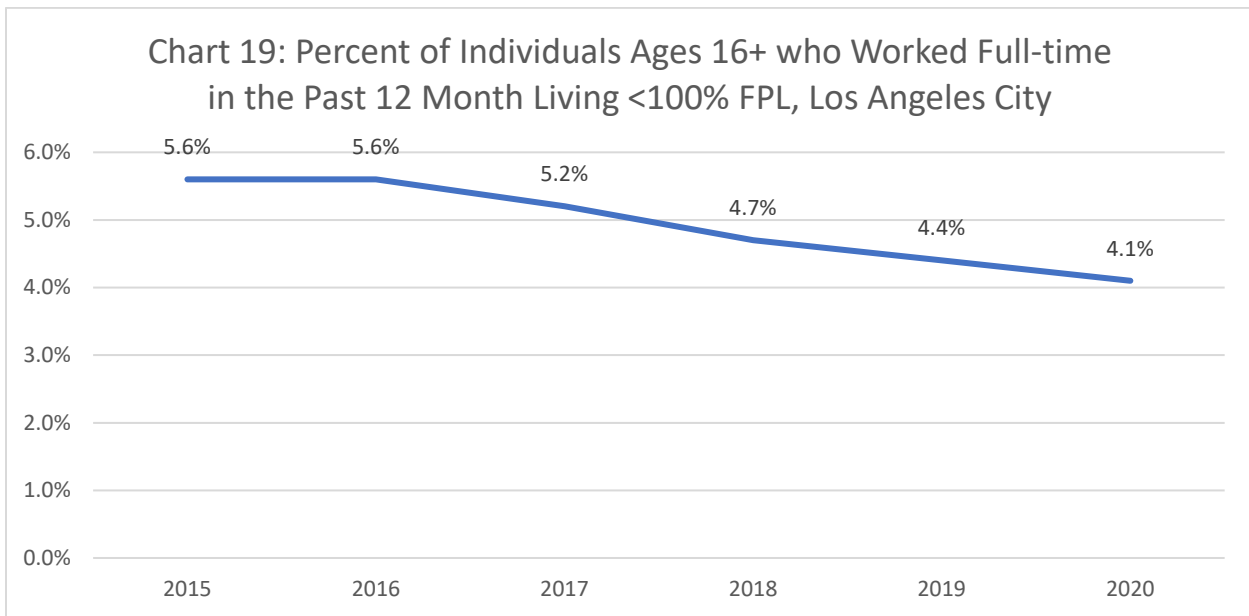


Chart 18 depicts poverty and family size composition. Family size also has an impact on poverty level, with larger families experiencing more poverty than smaller families. For this analysis, “larger families” are those with 5-6 or

more than 7 family members, “smaller families” are families with 4 or less family members⁶. Until 2017, the trend within each family group size was going down, after which the percent of families falling into the different poverty categories was increasing, with a greater proportion among larger families. Most recent data indicates relative stability in poverty level in 2020 data across family sizes.



Among individuals 16 years and older living in poverty, the percentage of those who worked full time year-round has been trending downwards since 2015 as shown in **Chart 19**:

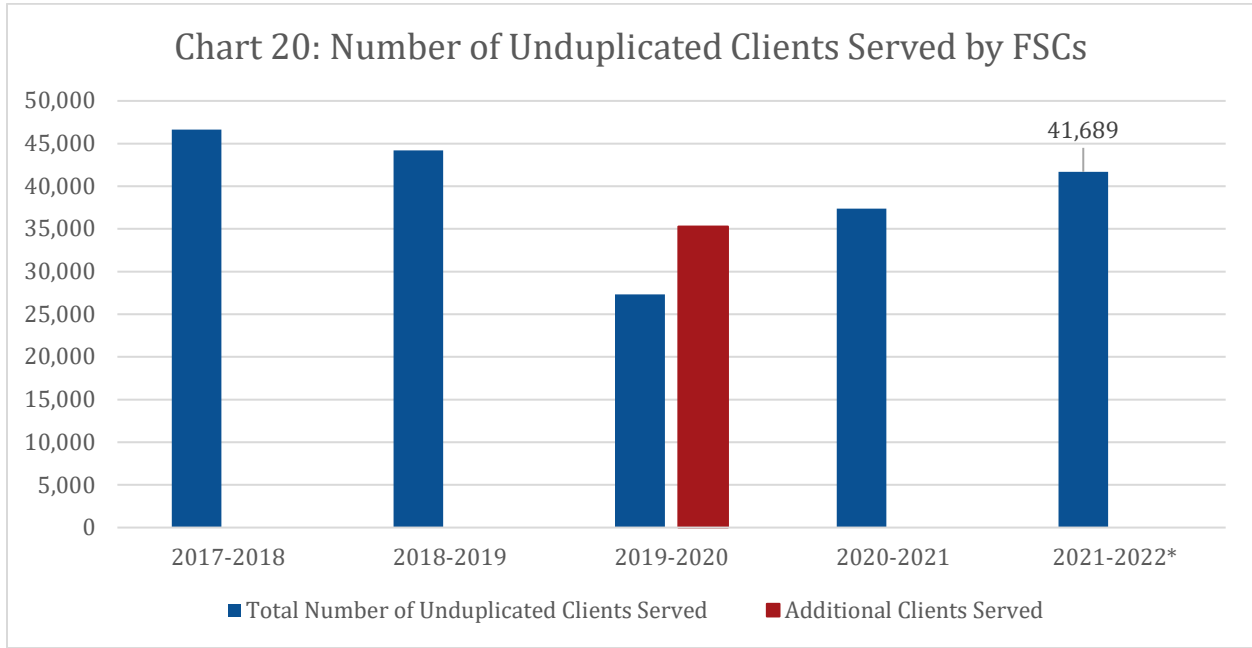


Participation in FSS Services Across the 16 Sites

When comparing the traditional services, the 2021-2022 12-month report indicates that the FSCs exceeded their goal of 40,000 in serving 41,689 unduplicated clients by the end of 2021-2022. This represents more than a 10% increase compared to the same set of services in the previous year.

⁶ Census Data, American Community Survey 5-year estimates: Selected Characteristics of People at Specified Levels of Poverty in the Past 12 Months

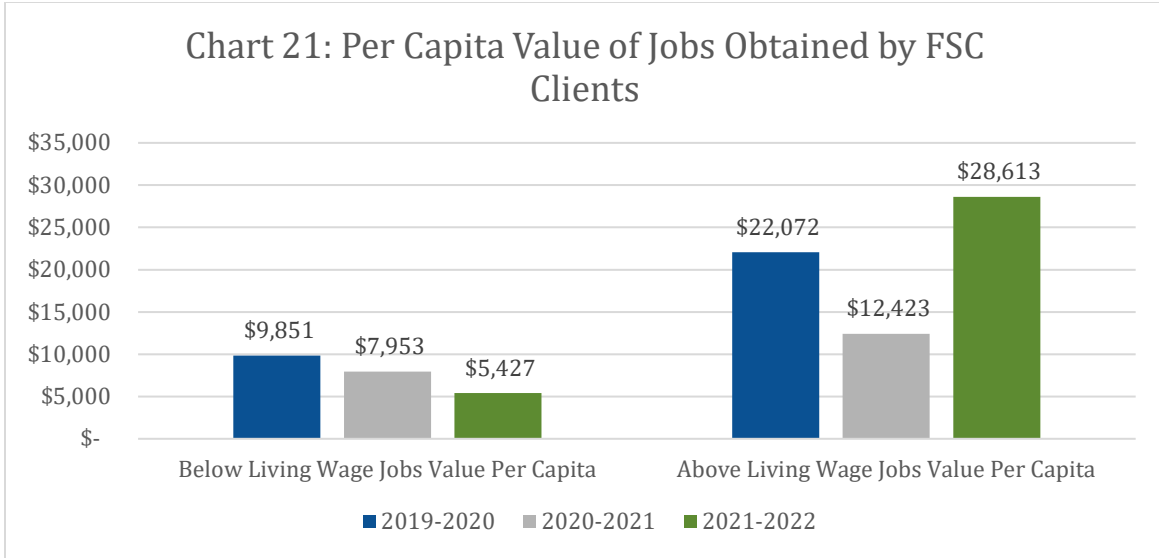
Chart 20 depicts the year over year unduplicated number of clients since 2017-2018 to the 2021-2022 services.



Jobs, Income Supplements and Other Benefits

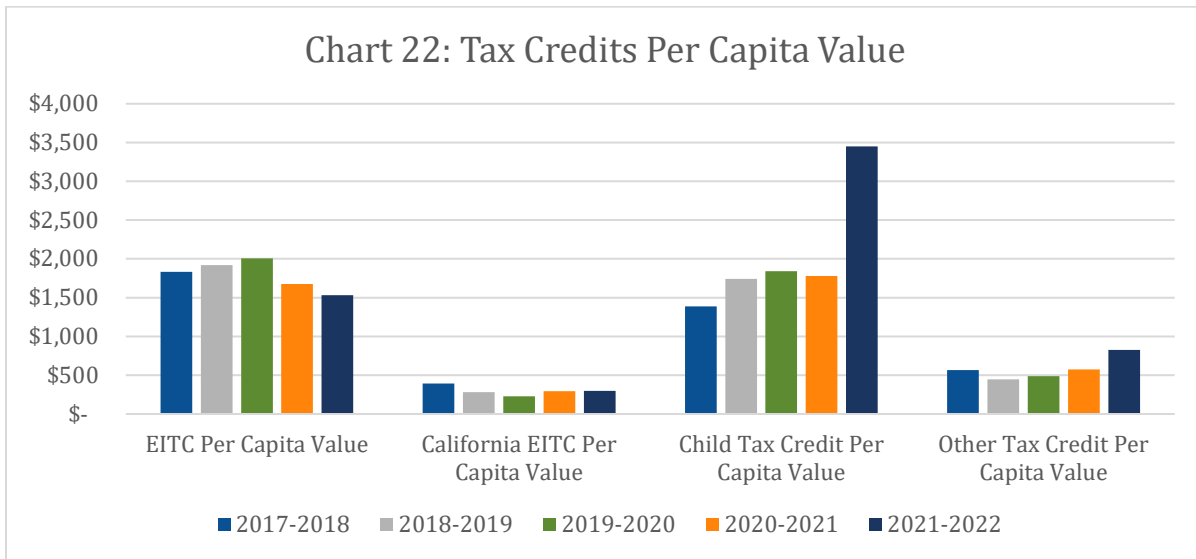
Between 2018 and 2022, the aggregated dollar amount for obtaining a long-term job was approximately 6.4 million dollars across all sites, with 375 participants securing long-term jobs. The annual per capita value of the long-term jobs averaged \$23,935 (2017-2018), \$20,290 (2018-2019), \$14,118 (2019-2020), \$7,982 (2020-2021), and \$20,396 (2021-2022). This annual per capita value equates to an average hourly wage of \$13.29 per hour in 2017-2018, \$11.27 per hour in 2018-2019, \$7.84 in 2019-2020, \$4.43 in 2020-2021, and \$11.32 in 2021-2022⁷. As a reference, the federal minimum wage is \$7.25, and the State of California’s (CA) minimum wage is \$12.00. While the hourly wage was commensurate with CA labor standards in 2017-2018, the subsequent significant decline over time is somewhat concerning. The most recent data suggest that long-term jobs secured are not paired with reasonable wages. **Chart 21** depicts a summary of the value per capita for jobs obtained by FSC Clients.

⁷ On average, a full-time employee in the United States works 1,801 hours per year.



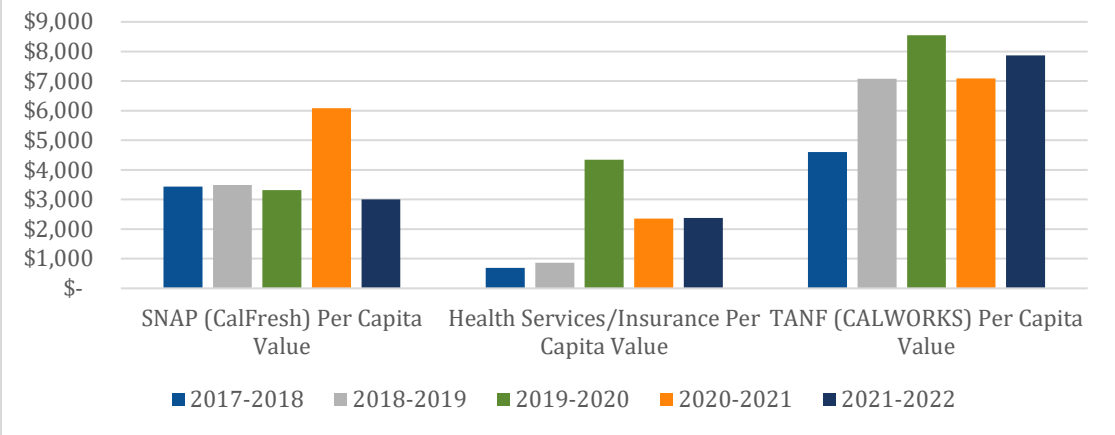
The significant upward trend in 2021-2022 may be associated to the lifting of stay-at-home measures and low levels of unemployment overall creating additional options in the job market.

In 2021-2022, 1378 individuals received federal Child Tax Credits, with an aggregate dollar amount of \$4,753,396. **Chart 22** depicts the value per capita of these tax credits and supplemental earnings. EITC and Child Tax Credits show the largest value per capita over time. The increase in per capita value of the Child Tax Credit over previous years reflects increases from \$2,000 per child in 2020 to \$3,600 for children under age 6 in 2021, from \$2,000 to \$3,000 for children ages 6 to 17.



Our analysis indicated that 112 people received CalFresh (Supplemental Nutrition Assistance Program (SNAP)) benefits in the 2021-2022 year. Health Services and Health Insurance was received by 192 individuals. Only 17 individuals received Temporary Assistance for Needy Families (TANF) (CalWORKS in California) benefits during the year. **Chart 23** below depicts the value per capita for these wraparound services:

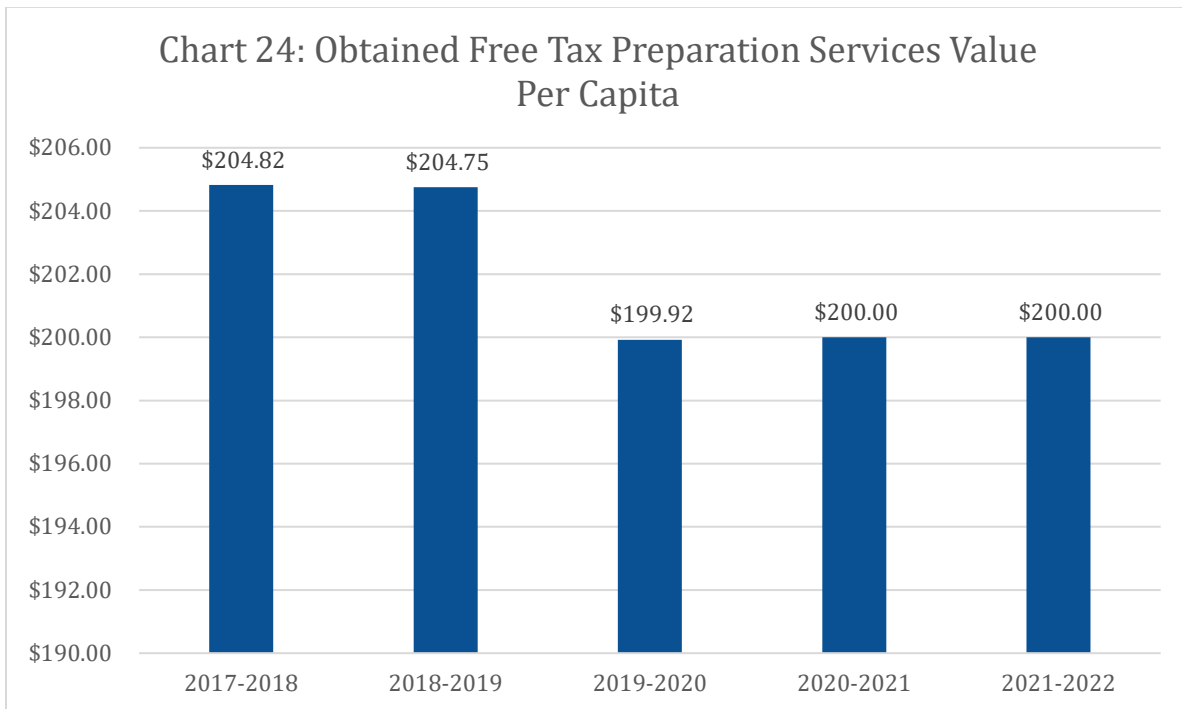
Chart 23: CalFresh, Health Service/Insurance, and TANF Wraparound Support



OTHER PROMISING INITIATIVES

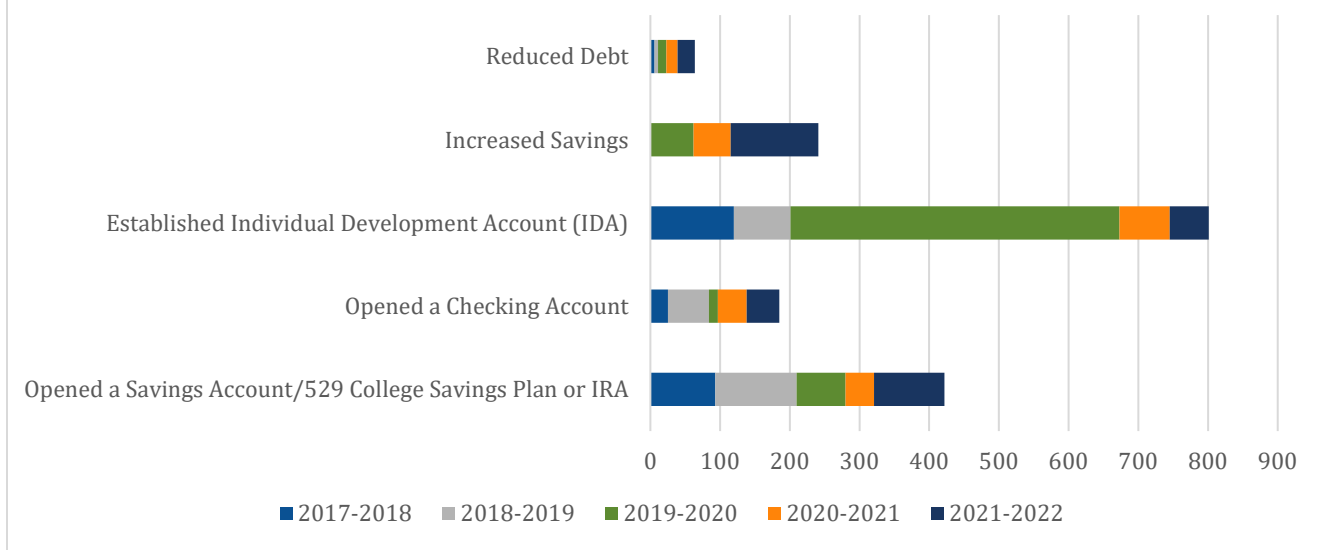
Financial Empowerment

The free tax preparation service was another highly utilized initiative with a count of 5,804 unduplicated individuals for the year, for an aggregate dollar amount of \$1,160,800. **Chart 24** below shows the value per person over time of this service:



The FSCs are making efforts on increasing the income level for their vulnerable clients thru multiple initiatives by not only facilitating access to tax credits but also by helping clients with their finances. Four of those services along with their unduplicated number of clients for the past five years are included in **Chart 25**:

Chart 25: FSCs' Financial Incentives



The top number is under the establishment of IDA, suggesting the interest individual may have on building assets towards a big future expense. Across the five year period, the second highest number is under the initiative “Opened a Savings Account/529 College Savings Plan or IRA”, which indicates that planning for college is important to clients. For 2021-2022, the second highest number was Increased Savings. These initiatives are closely aligned with Los Angeles County Strategic Plan Objective I.1.8 – *Promote Consumer Financial Stability*⁸. The Objective established the Center for Financial empowerment which could serve as a supporting resource to the FSCs on this key area⁹. Financial literacy is associated with better financial outcomes and with potential reduction on wealth inequality. Thus, building basic financial knowledge could have long-lasting implications among clients served by the FSCs¹⁰.

Current data regarding family composition and poverty may suggest the need to target single headed female households. Thus, an effort to target and promote women’s economic empowerment, particularly given the pressures school closures and reduction in childcare may force many low income women to step out of the labor force to look after children with very little socioeconomic support.

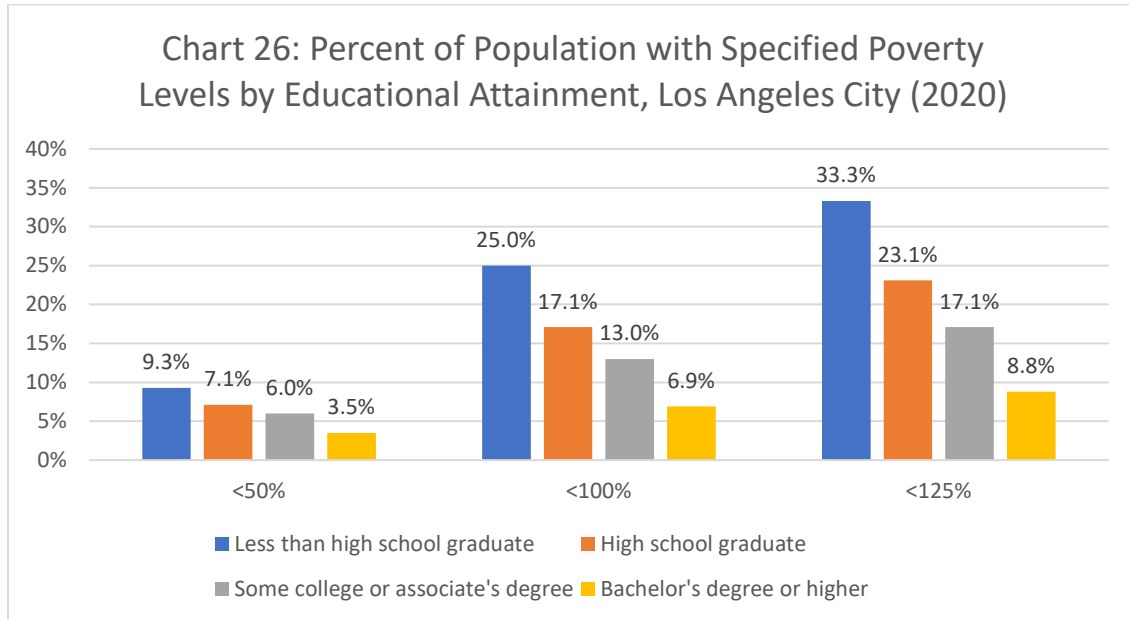
FSS Services to Increase Educational Achievement

Data for Los Angeles residents clearly demonstrates a correlation between education level and poverty level within each category of FPL (<50%, <100%, <125% FPL) for 2020. For each year of educational attainment, and within each FPL level, the largest proportion of those living in poverty are those with less education. For example, in 2020, 25.0% of those living <100% FPL had less than a high school diploma compared to 6.9% with a bachelor’s degree or higher in the same category. Similarly, 33.3% of those living <125% FPL had less than a high school education compared to 8.8% with a bachelor’s degree or more in the same category during that same year. **Chart 26** below depicts poverty and educational attainment.

⁸ <https://lacounty.gov/wp-content/uploads/2016-2021-County-Strategic-Plan-Final.pdf>

⁹ <https://dcba.lacounty.gov/financial-empowerment/>

¹⁰ <https://wol.iza.org/articles/the-value-of-financial-literacy-and-financial-education-for-workers/long#izawol.400-figure-000004>

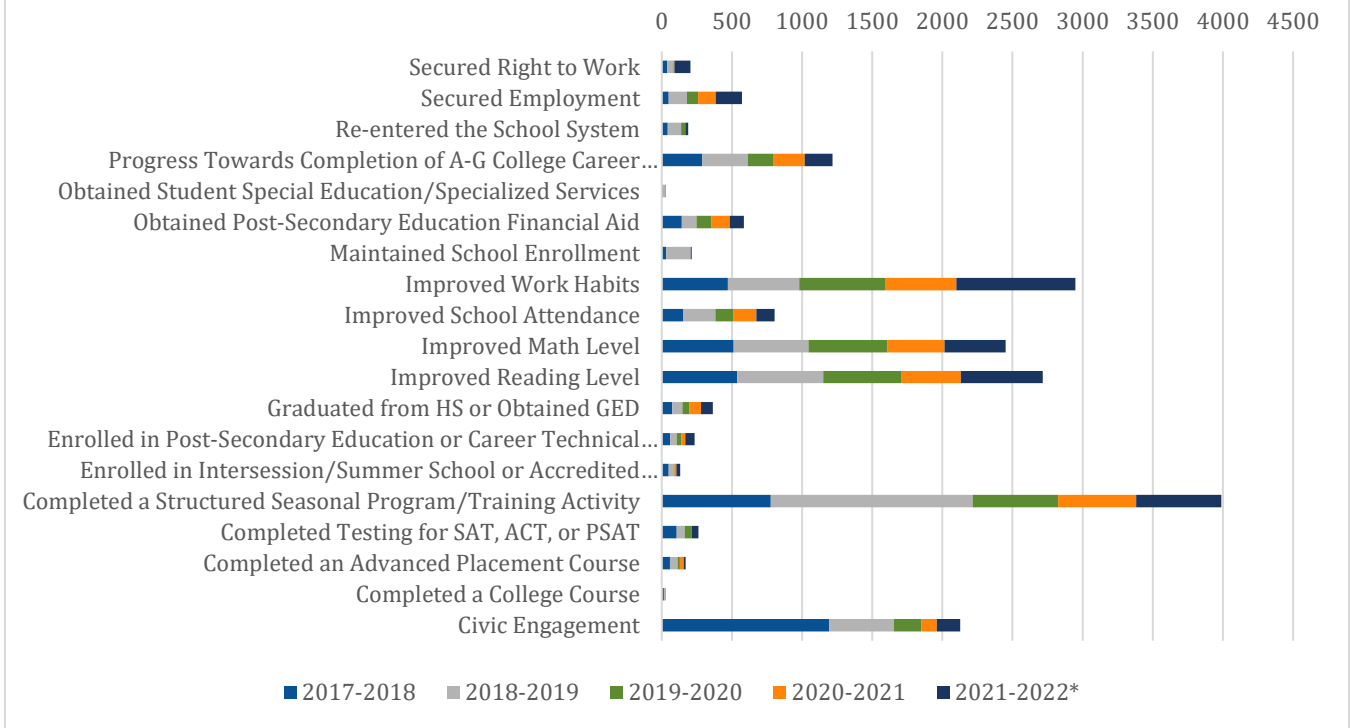


Approximately 744 FSS participants obtained a training certificate in 2017-2018, 315 in 2018-2019, 93 in 2019-2020, 52 in 2020-2021, and 156 in 2021-2022. The attainment of a high school diploma or GED was 204 in 2017-2018, 166 in 2018-2019, 55 in 2019-2020, and 84 in 2021-2022. For the 2021-2022 school year, 82 youth were reported as having graduated with a High School diploma or received a GED certificate. The decline in obtaining a GED/High school diploma observed in prior years is one element that has long-lasting effects on earning in individual’s life. Considering that on average obtaining a GED takes approximately three months, a greater outreach may yield more positive results.

Youth Educational Achievements

During the first two years, most youth indicators experienced an increase in the number of clients. However, during the next two years, they experienced a decrease. Some indicators began to uptick in 2021-2022, but many did not. Despite these setbacks, the highest services in 2021-2022 in descending order were: (1) Improved Work Habits, (2) Complete a Structured Seasonal Program/Training Activity, (3) Improved Reading Level, (4) Improved Math Level, (5) Improved School Attendance. Chart 27, depicts the number of clients over time for the youth indicators:

Chart 27: Number of Clients for Youth Indicators



Other than graduation from high school or obtaining a GED, assigning a monetary value to these achievements is impractical. However, as a society, those achievements are regarded as important towards the formation of a well-adjusted and productive individual. We are using the count of achievements as an intermediary metric towards that effort.

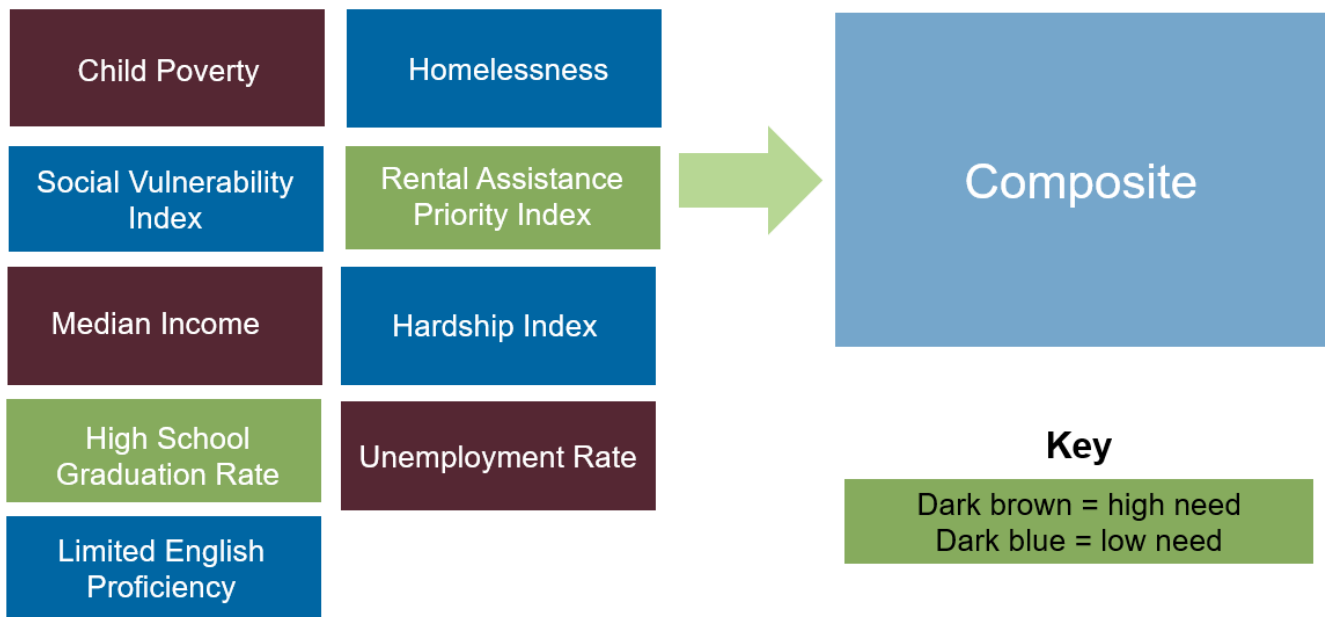
ANALYSIS OF FSC LOCATIONS: HEAT MAPS

Place-based Programming

The presence of the FSCs in the most vulnerable areas of the City of Los Angeles serve as a resource network to the community, not only by providing the traditional services and supports but channeling new resources in an effective manner. **They are geographically placed in areas where they can make the most impact in the community.**

HMA collected and analyzed publicly available data on numerous indicators to develop heatmaps. The heatmaps visualize areas of vulnerability using shading to demonstrate lowest to highest vulnerability. The indicators are listed in Figure 4 below. We developed a map of the City of Los Angeles for each indicator. There are three categories of maps (Congressional District, City Council District, and Census Tract) depending on how the data was reported. A composite map was created which merged all the indicators into one map. The composite provides a visual snapshot of areas of high need. The FSCs are plotted on all the maps to show the distribution of the place-based program FamilySource System. The final map identifies areas to consider for new FSC locations. Additionally, all the FSC locations were ranked in accordance with the highest area of need for services.

Figure 4 - Indicators Utilized for Heat Maps



Key to Maps

Darker blue = areas of lower need

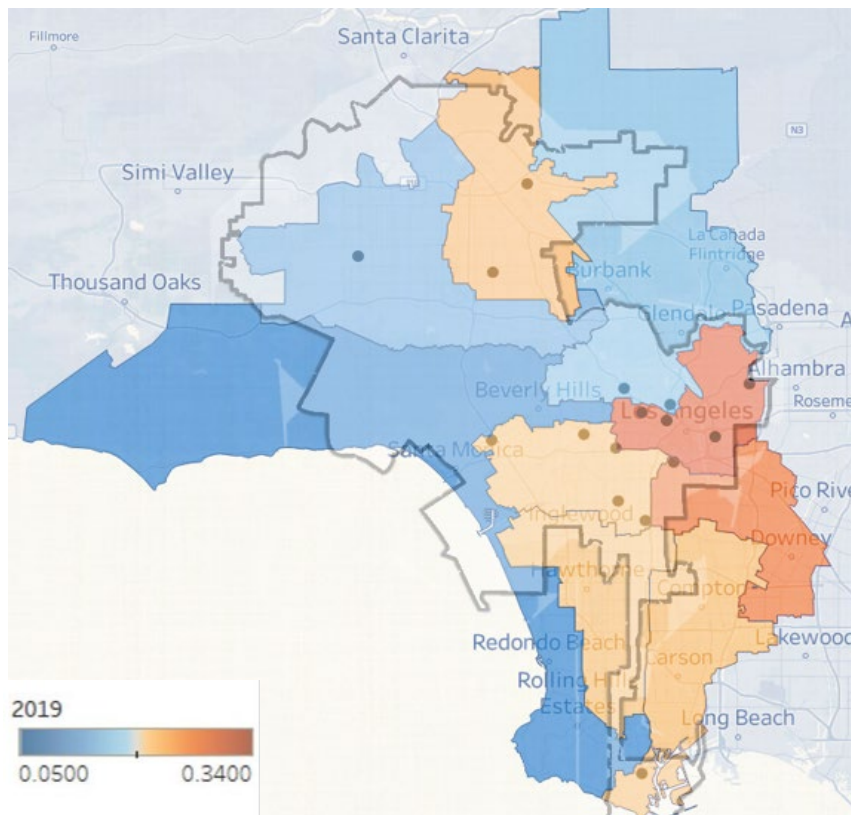
Darker brown = areas of higher need

Legend: Darker brown areas indicate lower percentile rankings (lower income, greater hardship, greater social vulnerability, greater rental assistance need, greater unemployment). Darker blue indicate less hardship.

Congressional District Maps

1. Child Poverty – Percent of children (ages <18) living in families under 100% the FPL by US Congressional District

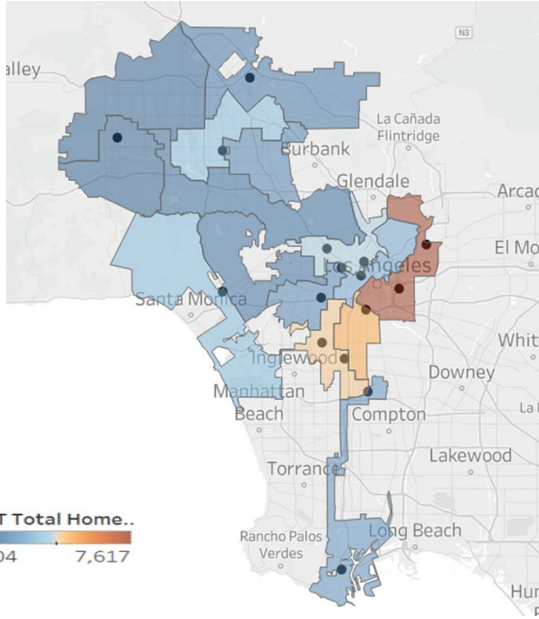
Source: KIDS COUNT Data Center (2019)



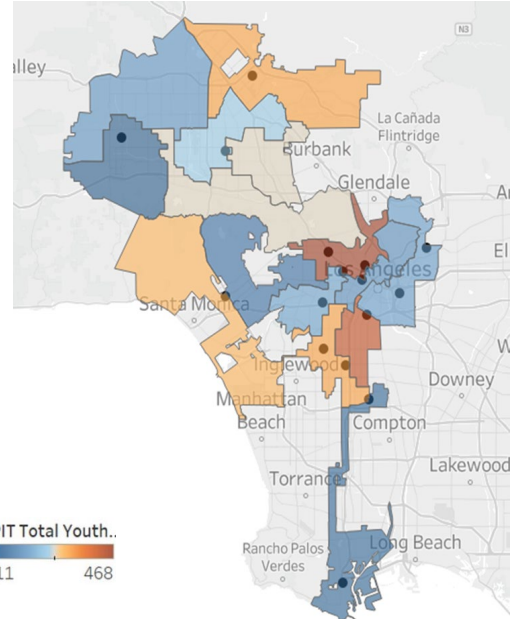
City Council Districts

2. Homelessness by City Council District

Adult homelessness (ages 18+)



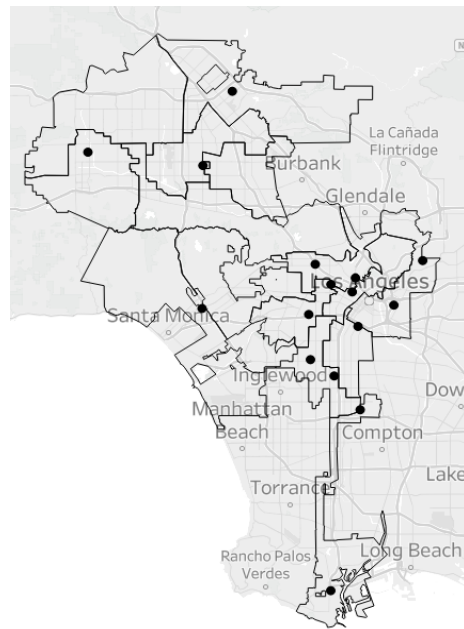
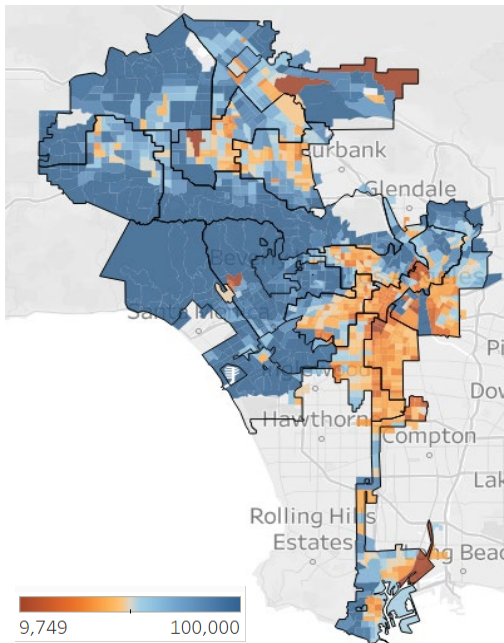
Youth Homelessness (ages <25)



Source: LAHSA (2020)

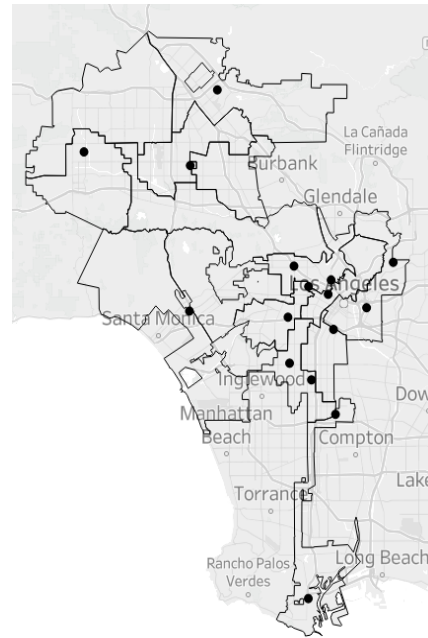
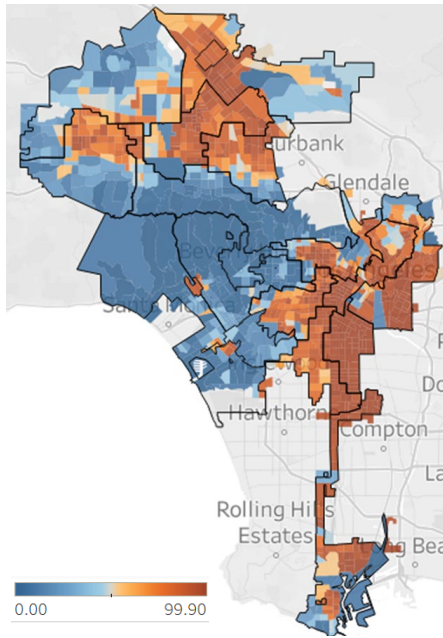
Census Tract Maps

3. Median Household Income



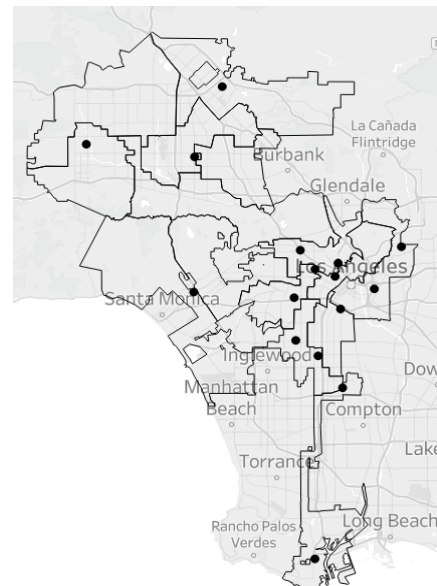
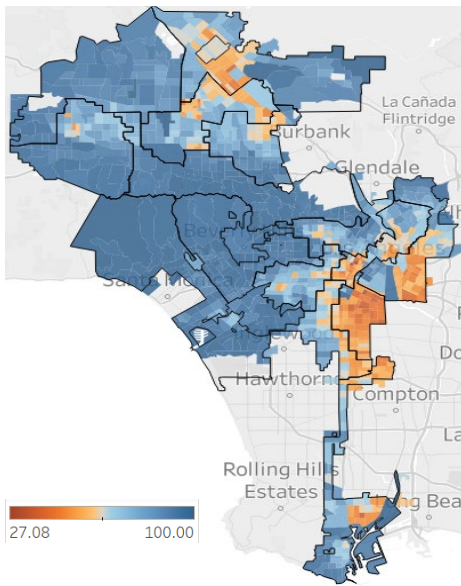
Source: American Community Survey (2015-2019)

- Hardship Index** is a composite score reflecting hardship in the community. Higher values and darker brown areas on the map indicate greater hardship. This measure incorporates unemployment, age, dependency, education, per capita income, crowded housing, and poverty into a single score to allow comparison between geographies. This score is highly correlated with other measures of economic hardship, such as labor force statistics, and with poor health outcomes.



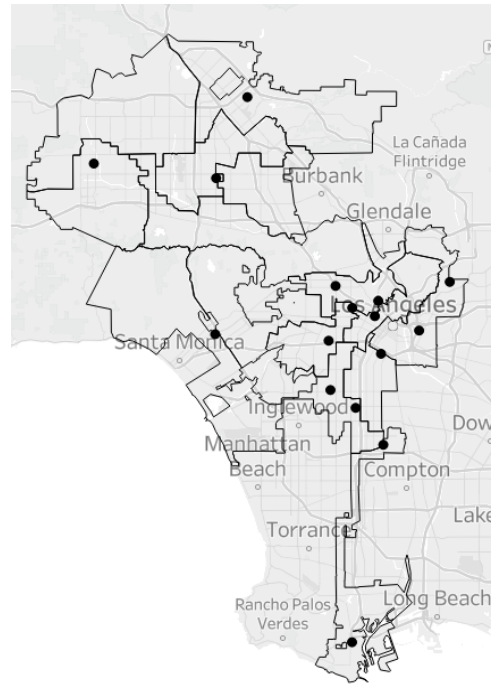
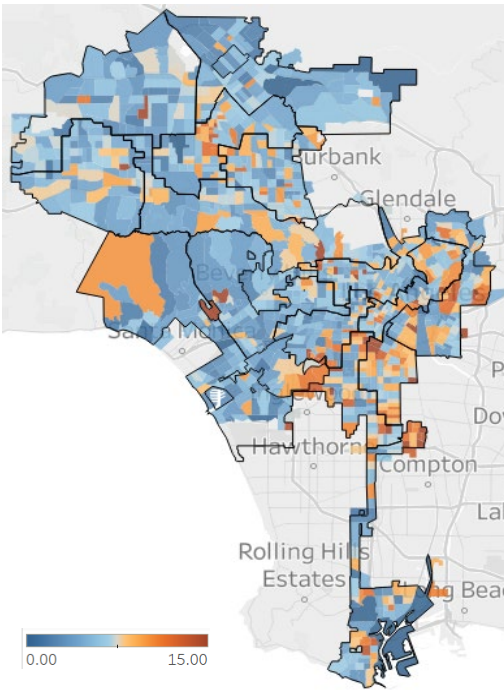
Source: American Community Survey (2015-2019)

- High School Graduation Rate** includes percent of residents aged 25+ with at least a high school degree, including GED and any higher education



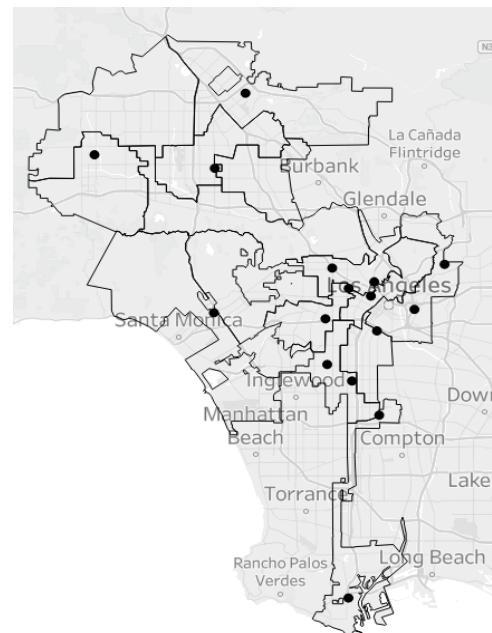
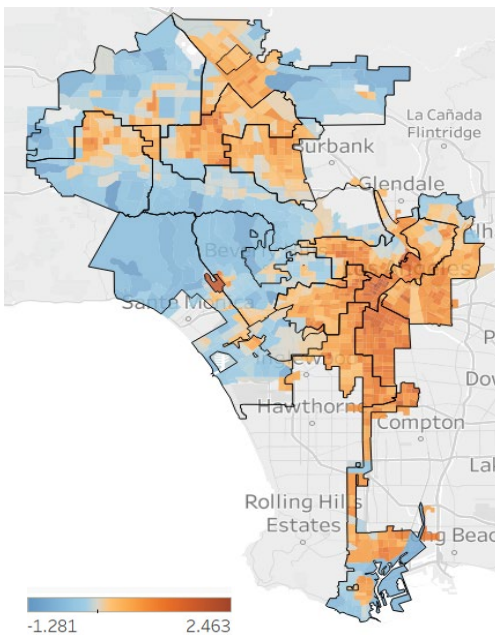
Source: American Community Survey (2015-2019)

6. **Unemployment Rate**, representing the percent of residents ages 16+ in the civilian labor force who are actively seeking employment.



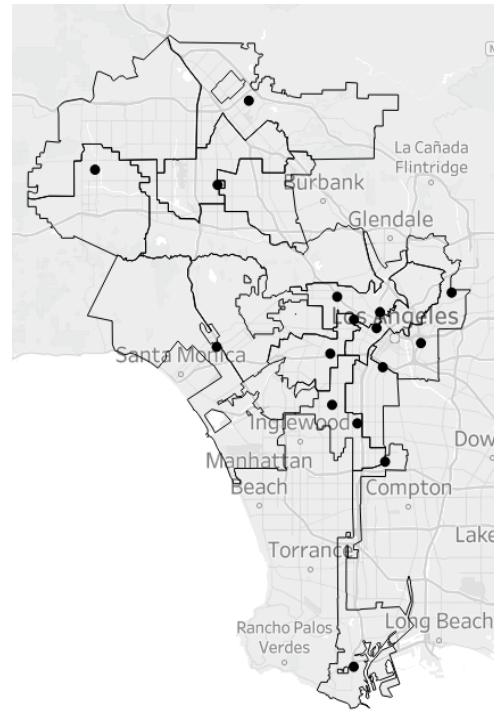
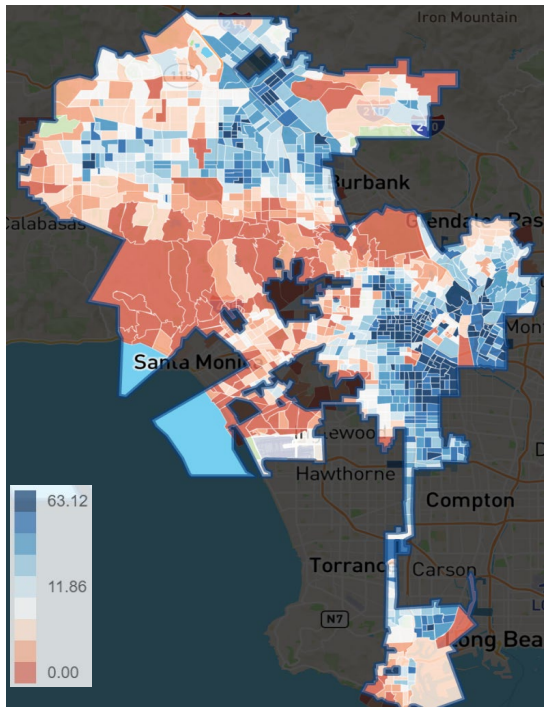
Source: American Community Survey (2015-2019)

7. **Rental Assistance Priority Index** estimates the level of need in a Census tract by measuring the prevalence of low-income renters who are at risk of experiencing housing instability and homelessness. Higher values (darker brown) represent a greater need for rental assistance.



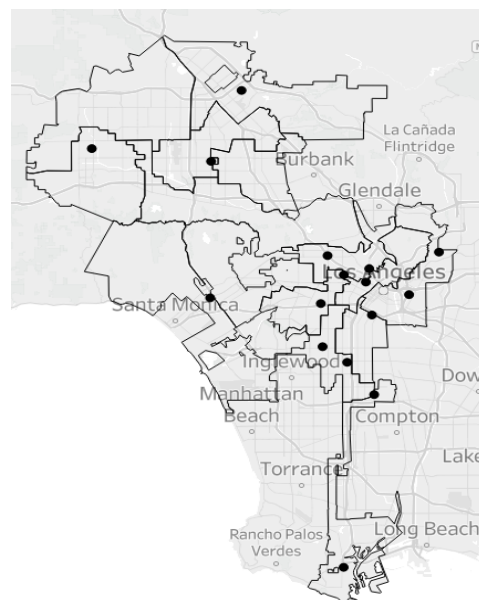
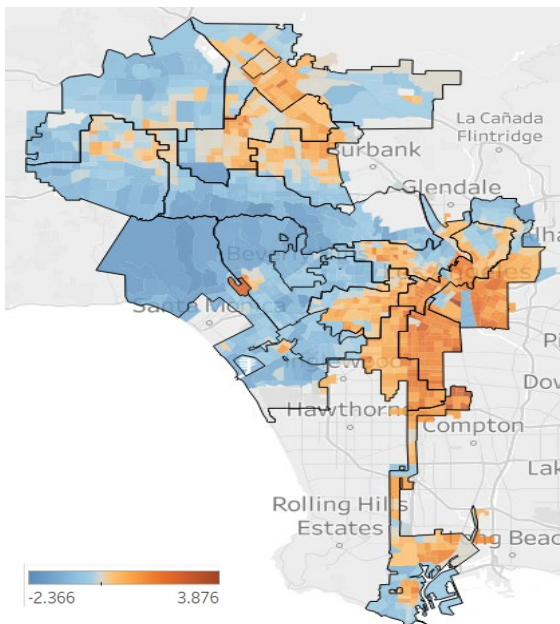
Source: Urban Institute (2020)

8. **Limited English Proficiency**, representing the percentage of residents aged 5+ who do not speak English “very well.” Darker blue shades represent areas with high percentages of residents who are very limited in English proficiency.



Source: American Community Survey (2020)

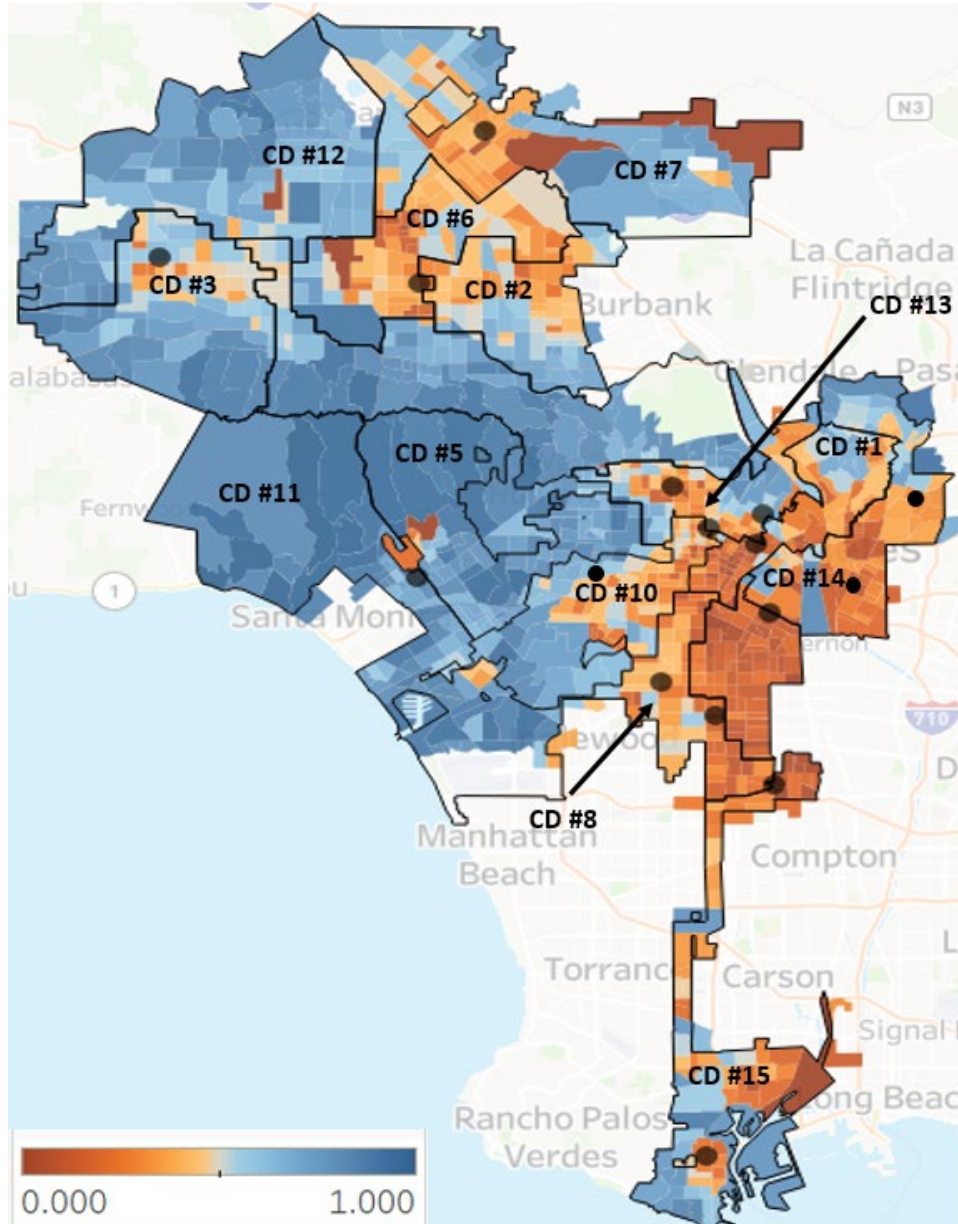
9. **Social Vulnerability Index** is a measure of human welfare that integrates environmental, social, economic, and political exposure to harmful distresses. It combines biophysical and social vulnerability to determine an overall place vulnerability, where higher values (darker brown) mean greater vulnerability.



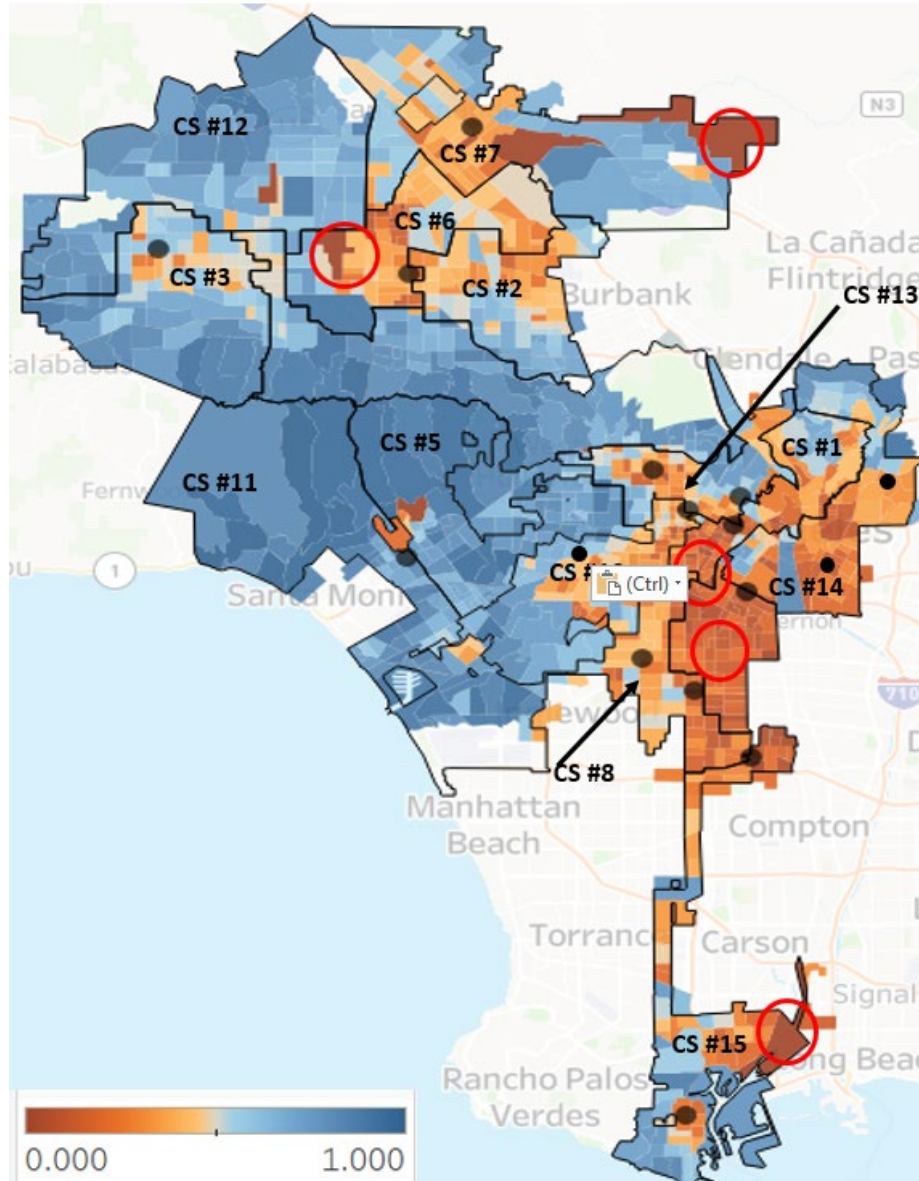
Source: University of Illinois of Chicago (2020)

10. **Composite Map** using Census Tracts ranked by percentile for each indicator highlighted above. The composite represents the average percentile across each Census Tract. Darker brown areas indicate lower percentile rankings (lower income, greater hardship, greater social vulnerability, greater rental assistance need, greater unemployment). These areas tend to experience increased resource disparities.

S



11. Composite Map with Recommended Additional FSC Locations to address disparities in areas in which residents may not have ready access to an existing FSC due to distance and confounding transportation access issues. The red circles on the map below indicate areas of potential FSC site expansion.



Socioeconomic Profile By FamilySource Center Location

Key to Maps

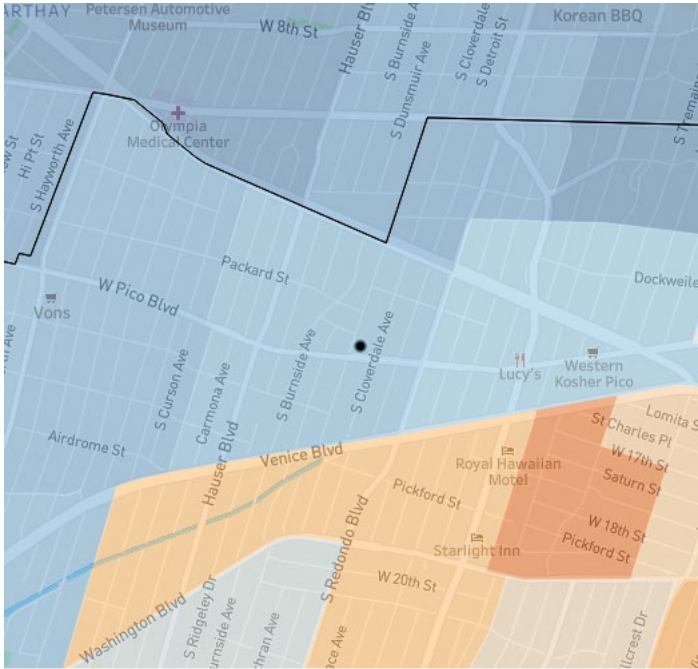
Darker blue = areas of lower need

Darker brown = areas of higher need

Current FSCs

1736 Family Crisis Center

1736 Family Crisis Center is located in LA City Council District 10. CD #10 is socioeconomically and racially diverse, representing parts of southern Central Los Angeles and northern South Los Angeles, including the communities of Arlington Heights, Baldwin Vista, Cherrywood, Faircrest Heights, Historic Leimert Park Village, Jefferson Park, Lafayette Square, Olympic Park, Victoria Park, and Wilshire Vista.



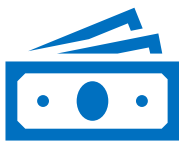
Legend: Darker brown areas indicate lower percentile rankings (lower income, greater hardship, greater social vulnerability, greater rental assistance need, greater unemployment). Darker blue indicate less hardship.



244,936 People
Total Population



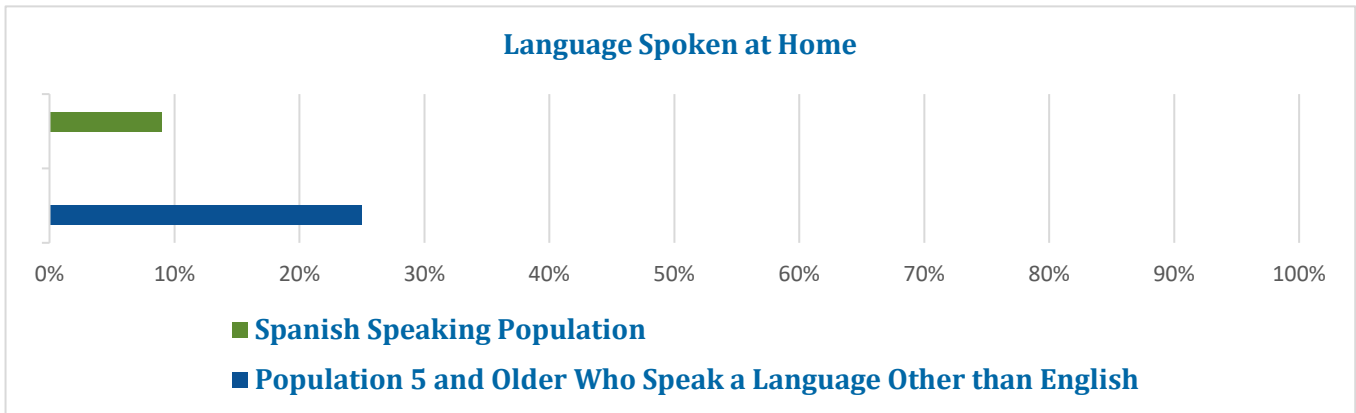
\$36,242 USD
Median Household Income



59,519 Persons (24.3%)
Below Poverty Level

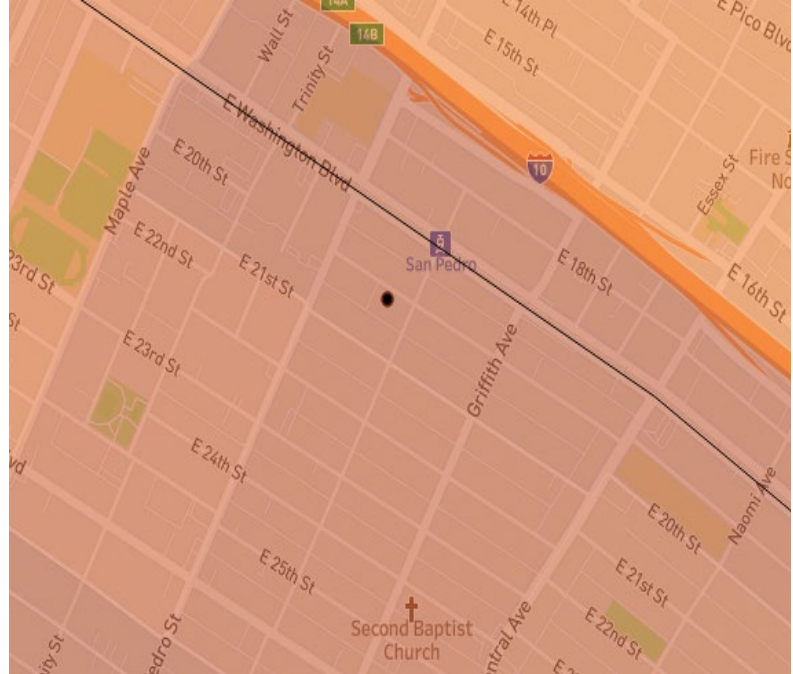


40.3 Years
Median Age



All People's Community Center

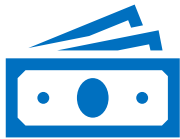
All People's Community Center is located in LA City Council District 9. CD #9 is socioeconomically and racially diverse, representing parts of South Los Angeles. The district stretches from the LA Convention Center and the LA Live Complex at the northern edge to the historic communities of Vermont Square to the West, the Central-Alameda Corridor to the East and Green Meadows to the South.



265,957 People
Total Population



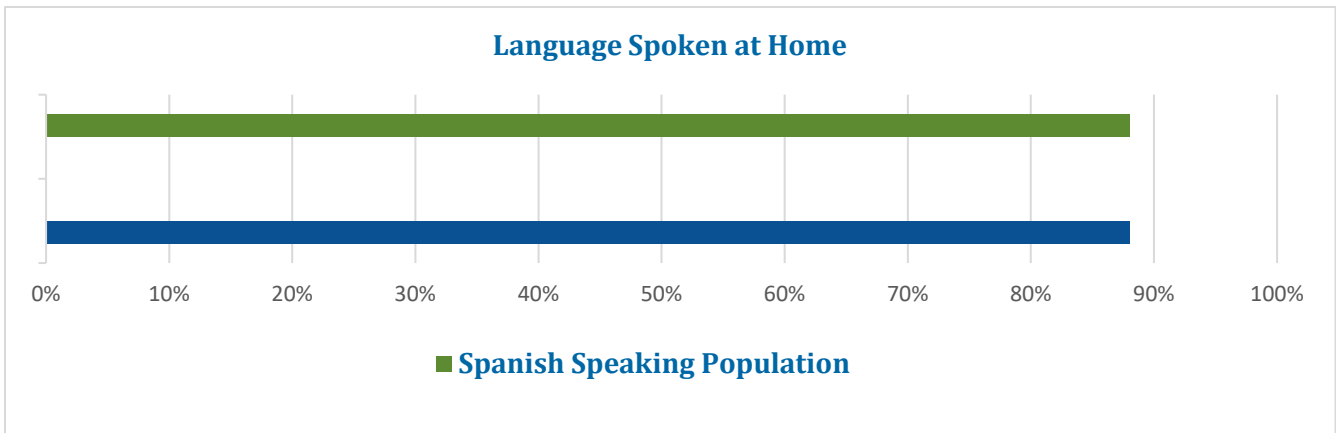
\$28,883 USD
Median Household Income



111,701 Persons (42%)
Below Poverty Level

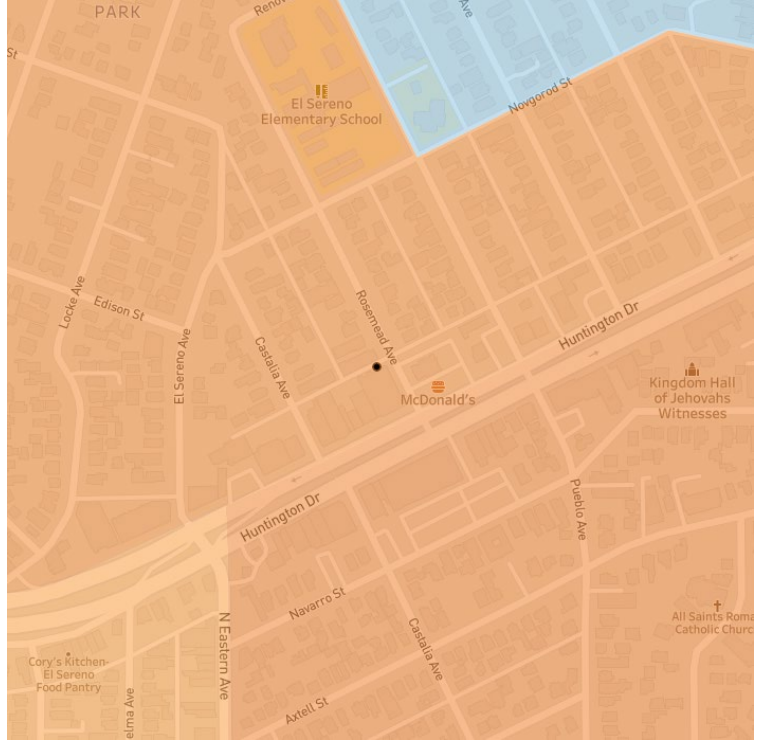


27.8 Years
Median Age



Barrio Action Youth and Family Center

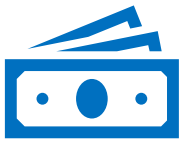
Barrio Action Youth and Family Center is located in LA City Council District 14. CD #14 is socioeconomically and racially diverse, representing parts of downtown and Northeast Los Angeles, including Boyle Heights, Lincoln Heights and El Sereno.



236,878 People
Total Population



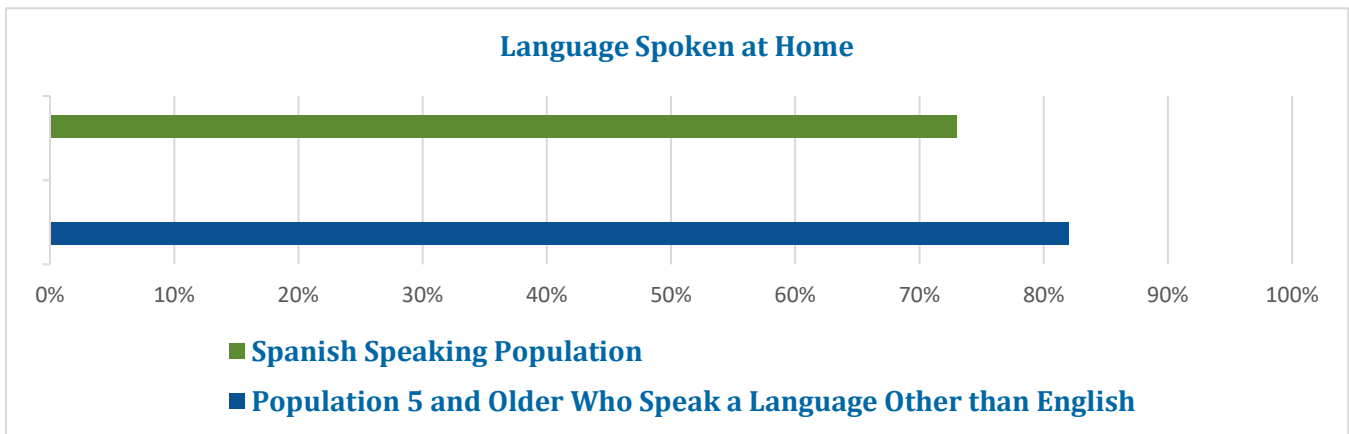
\$38,032 USD
Median Household Income



61,825 Persons (26.1%)
Below Poverty Level

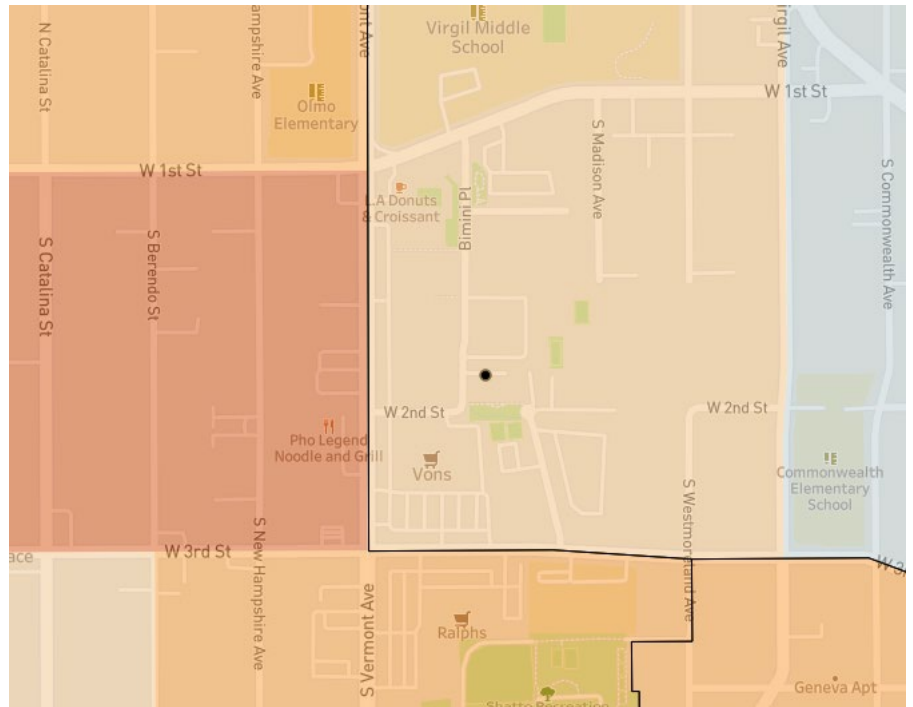


38.3 Years
Median Age



Bresee Foundation

Bresee Foundation is located in LA City Council District 13. CD #13 is socioeconomically and racially diverse, representing the Central Los Angeles including Atwater Village, East Hollywood, Echo Park, Elysian Valley, Glassell Park, Historic Filipinotown, Hollywood, Larchmont Village, Little Armenia, Melrose Hill, Rampart Village, Ridgewood-Wilton, Silver Lake, Spaulding Square, St. Andrews Square, Sunset Square, Thai Town, Verdugo Village, Virgil Village, Western-Wilton, Westlake, Wilshire Center and Windsor Square.



252,322 People
Total Population



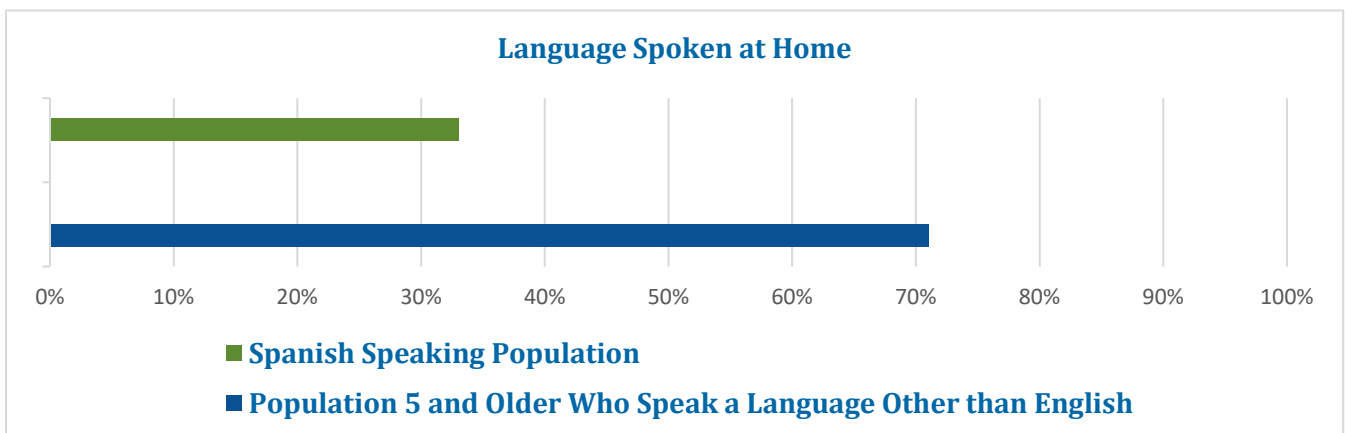
\$39,267 USD
Median Household Income



64,594 Persons (25.6%)
Below Poverty Level

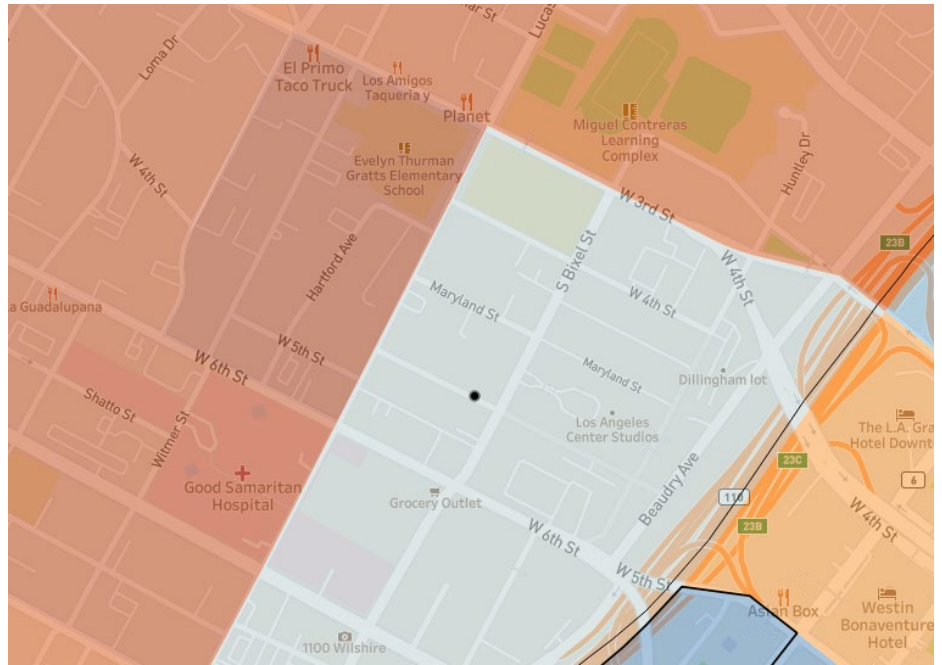


31.8 Years
Median Age



Central City Neighborhood Partners

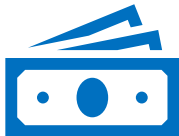
Central City Neighborhood Partners is located in LA City Council District 1. CD #1 is socioeconomically and racially diverse, representing core parts of northeast and northwest Los Angeles. It includes Glassell Park, Highland Park, Chinatown, Mount Washington, Echo Park, Elysian Park, Westlake, Pico Union, Koreatown, Angelino Heights, Lincoln Heights, and MacArthur Park.



236, 931 People
Total Population



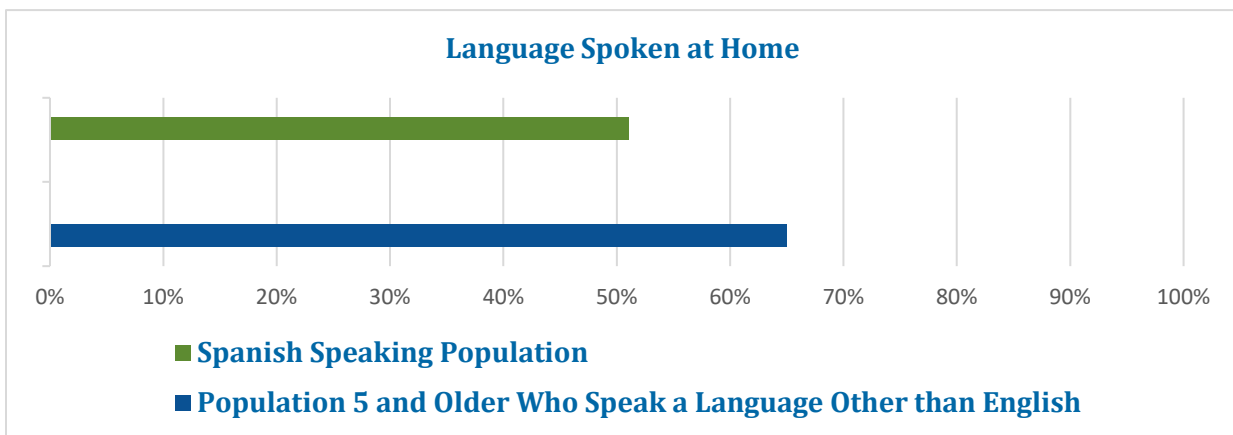
\$38,673 USD
Median Household Income



75,107 Persons (31.7%)
Below Poverty Level

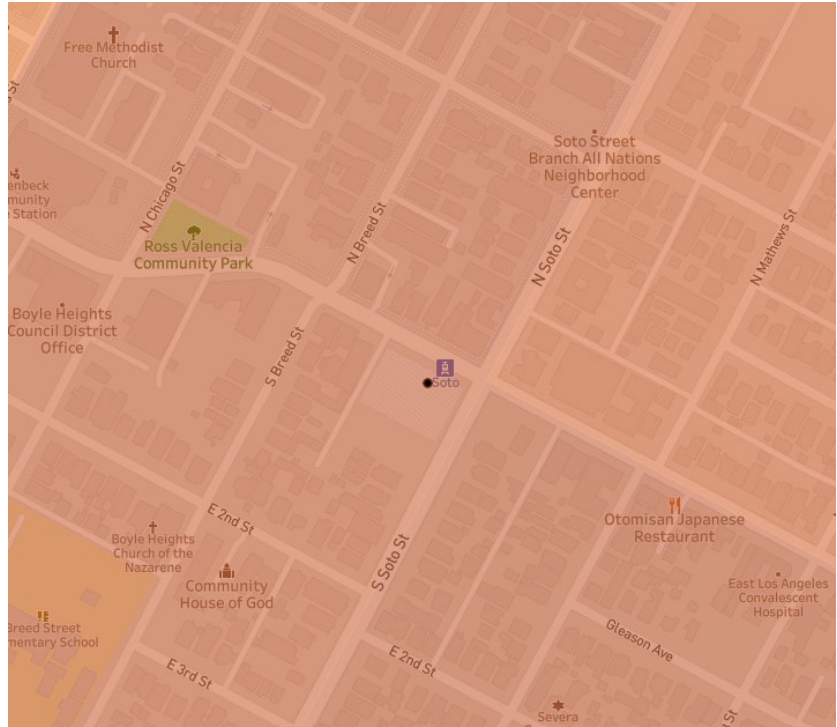


26.1 Years
Median Age



El Centro de Ayuda

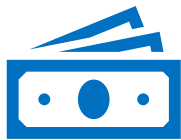
El Centro de Ayuda is located in LA City Council District 14. CD #14 is socioeconomically and racially diverse, representing parts of downtown and Northeast Los Angeles, including Boyle Heights, Lincoln Heights and El Sereno.



236,878 People
Total Population



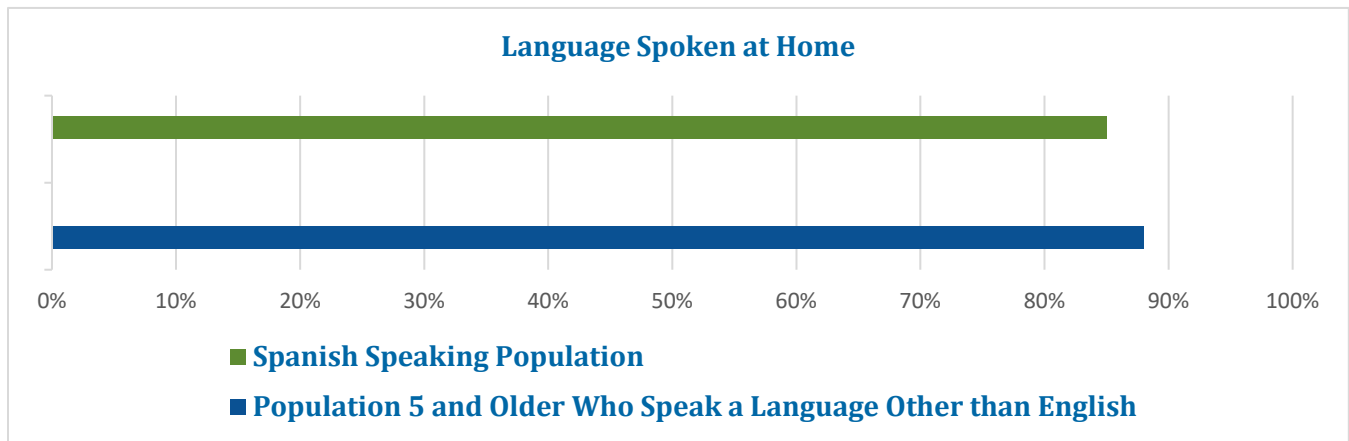
\$38,032 USD
Median Household Income



889 (33%) People
Below Poverty Level

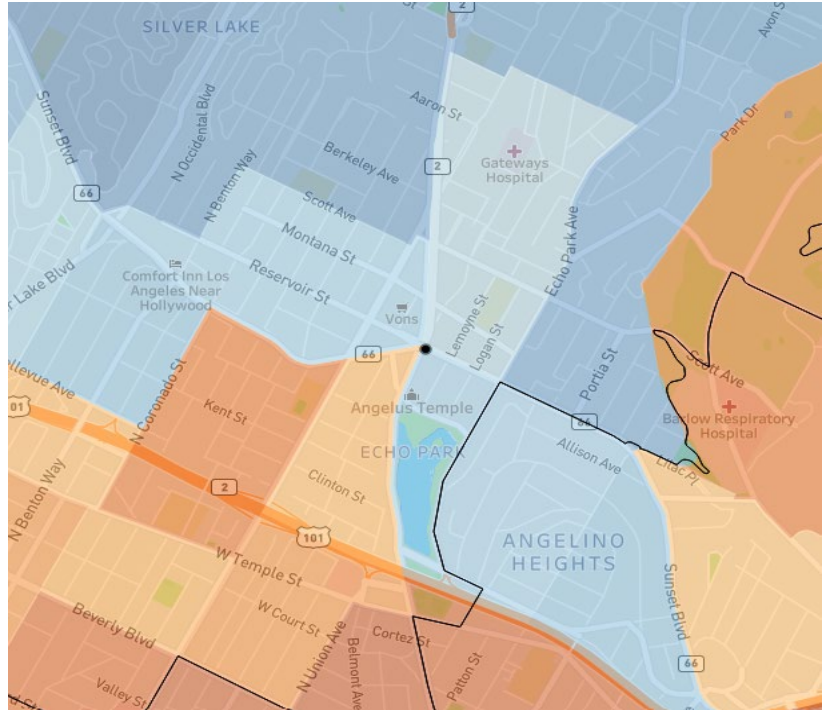


34.5 Years
Median Age



El Centro del Pueblo

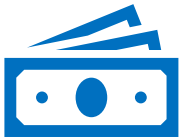
El Centro del Pueblo is located in LA City Council District 13. CD #13 is socioeconomically and racially diverse, representing the Central Los Angeles including Atwater Village, East Hollywood, Echo Park, Elysian Valley, Glassell Park, Historic Filipinotown, Hollywood, Larchmont Village, Little Armenia, Melrose Hill, Rampart Village, Ridgewood-Wilton, Silver Lake, Spaulding Square, St. Andrews Square, Sunset Square, Thai Town, Verdugo Village, Virgil Village, Western-Wilton, Westlake, Wilshire Center and Windsor Square.



252,322 People
Total Population



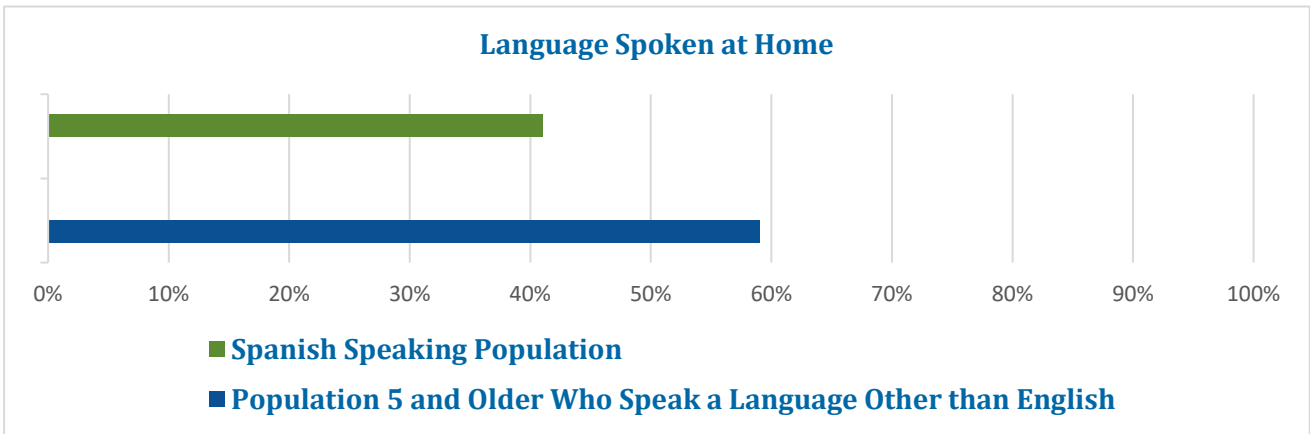
\$39,267 USD
Median Household Income



171 (4%) People
Below Poverty Level

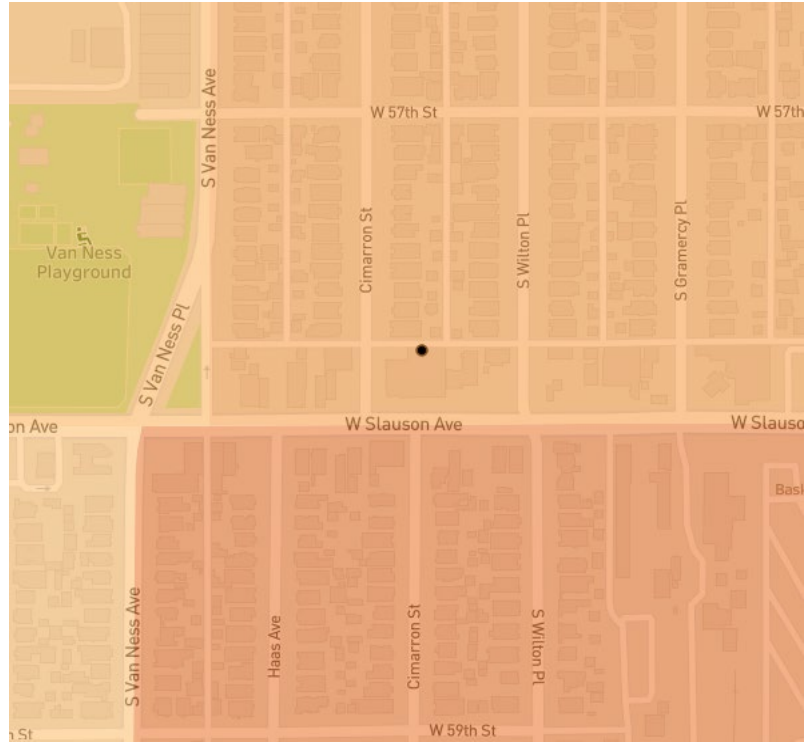


35.4 Years
Median Age



El Nido Family Centers (SLA)

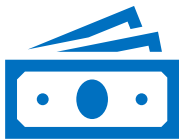
El Nido Family Centers (SLA) is located in LA City Council District 8. CD #8 is socioeconomically and racially diverse, representing parts of South Los Angeles, including the communities of Vermont Knolls, King Estates, Canterbury Knolls, Park Mesa Heights, Baldwin Hills, Hyde Park, Chesterfield Square, Vermont Vista, Green Meadows, View Heights and West Park Terrace.



250,221 People
Total Population



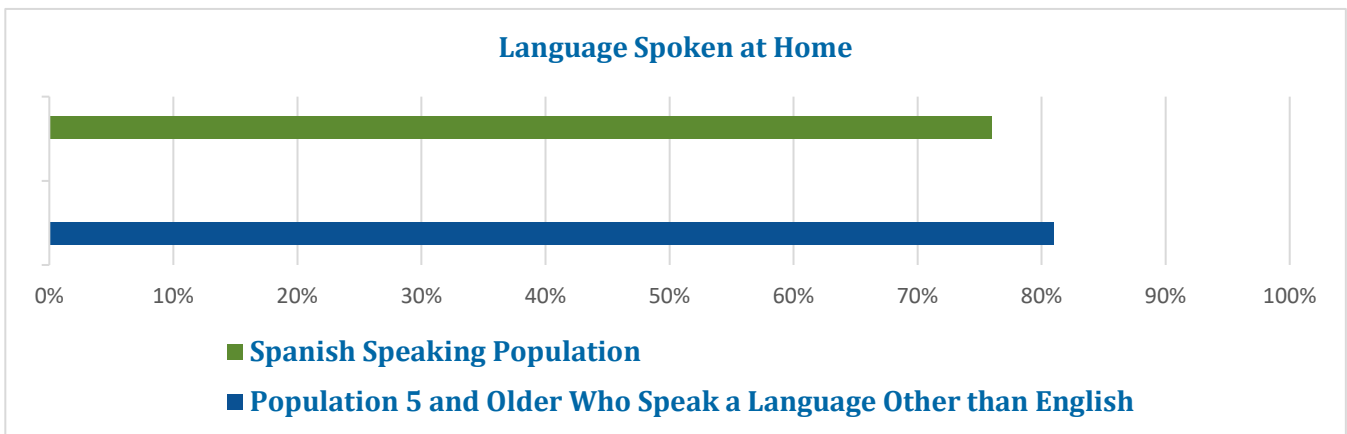
\$30,989 USD
Median Household Income



75,066 Persons (30%)
Below Poverty Level

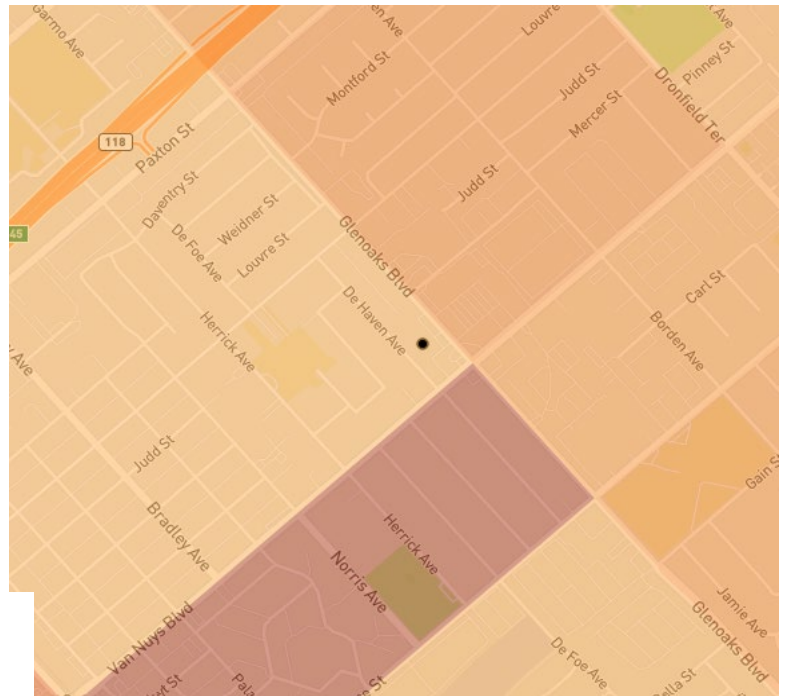


36.9 Years
Median Age



El Nido Family Centers (Pacoima)

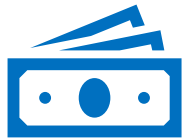
El Nido Family Centers (Pacoima) is located in LA City Council District 7. CD #7 is socioeconomically and racially diverse, representing the Northeast San Fernando Valley, including the communities of Sylmar, Mission Hills, Pacoima, Lake View Terrace, Sunland-Tujunga, North Hills, Shadow Hills and La Tuna Canyon.



260,029 People
Total Population



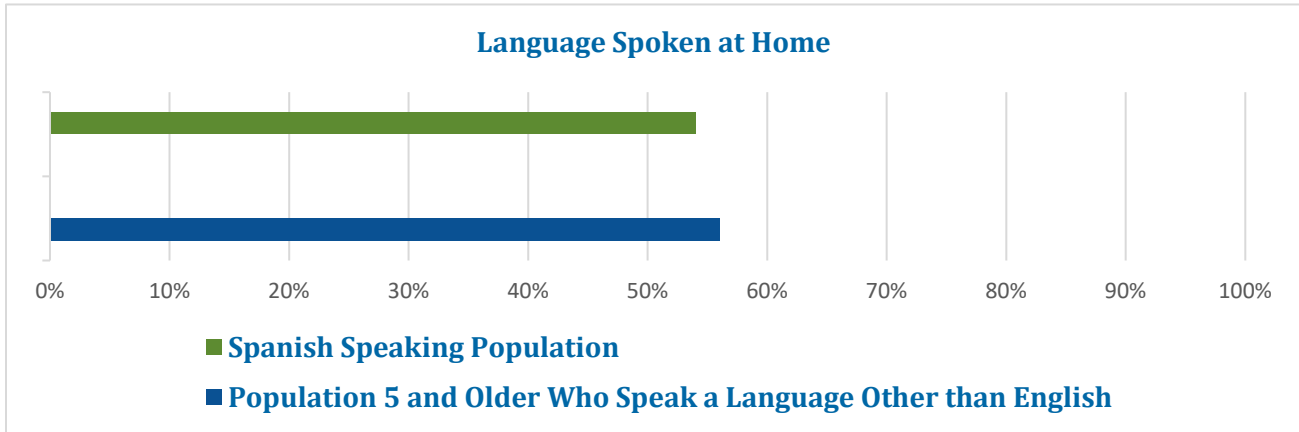
\$53,662 USD
Median Household Income



46,285 Persons (17.8%)
Below Poverty Level

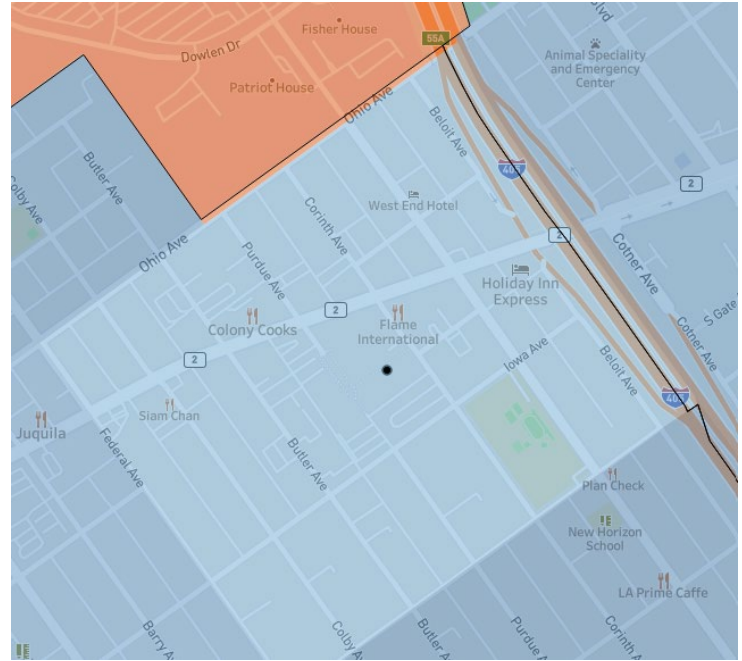


36.4 Years
Median Age



Latino Resource Organization

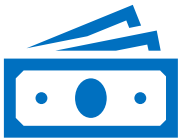
Latino Resource Organization is located in LA City Council District 11. CD #11 is socioeconomically and racially diverse, representing the Westside of Los Angeles to the Pacific Ocean. It includes Brentwood, Del Rey, Mar Vista, Marina del Rey, Pacific Palisades, Palms, Playa del Rey, Playa Vista, Sawtelle, Venice, West Los Angeles, Westchester and the Los Angeles International Airport.



289,385 People
Total Population



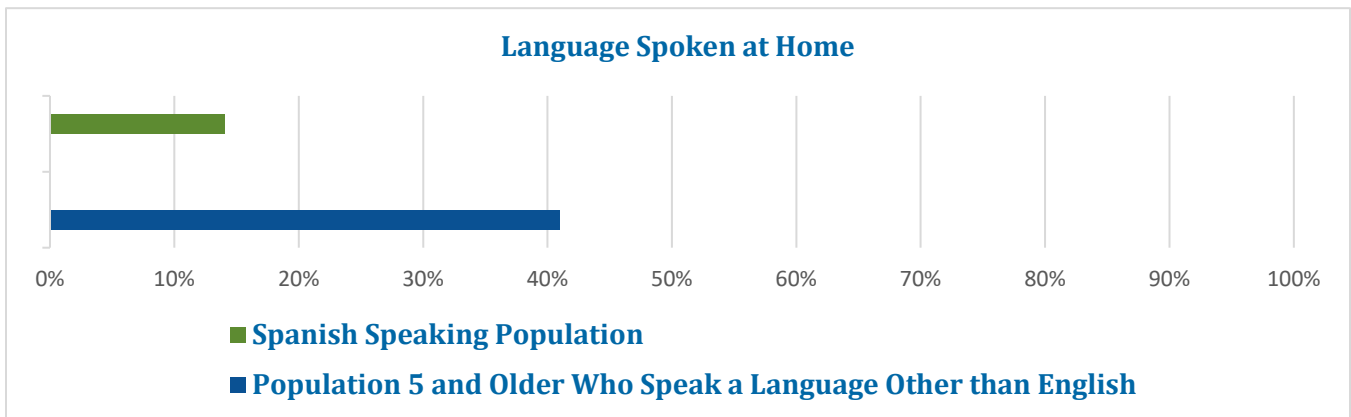
\$82,595 USD
Median Household Income



28,649 Persons (9.9%)
Below Poverty Level

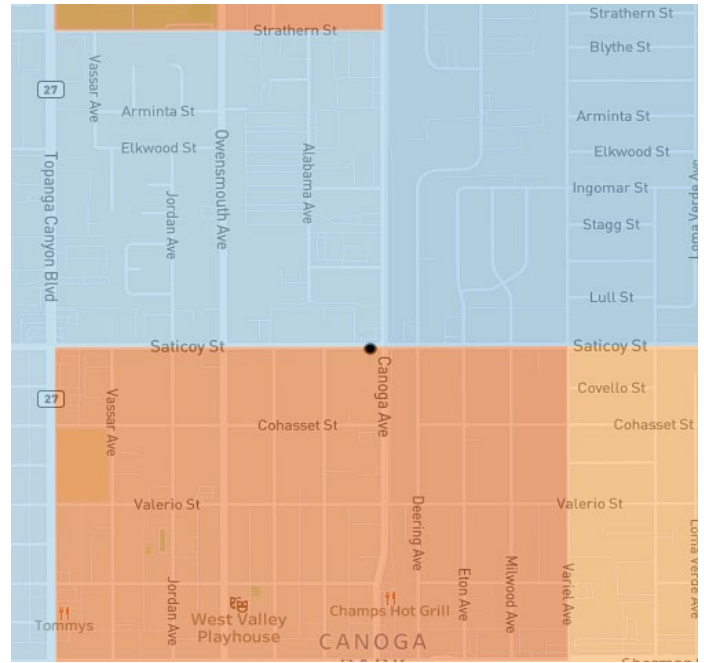


33.9 Years
Median Age



New Economics for Women (Canoga Park)

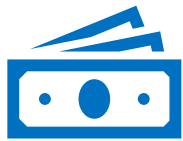
New Economics for Women (Canoga Park) is located in LA City Council District 3. CD #3 is socioeconomically and racially diverse, representing the northwest portion of Los Angeles in the San Fernando Valley, including the communities of Canoga Park, Reseda, Tarzana, Winnetka and Woodland Hills.



244,936 People
Total Population



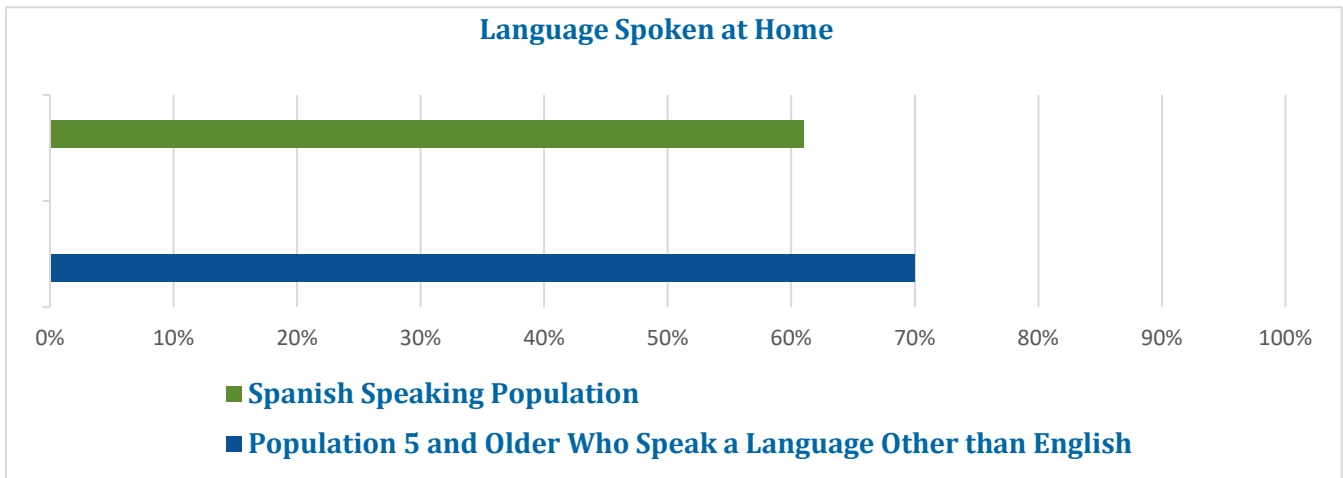
\$65,860 USD
Median Household Income



35,025 Persons (14.3%)
Below Poverty Level

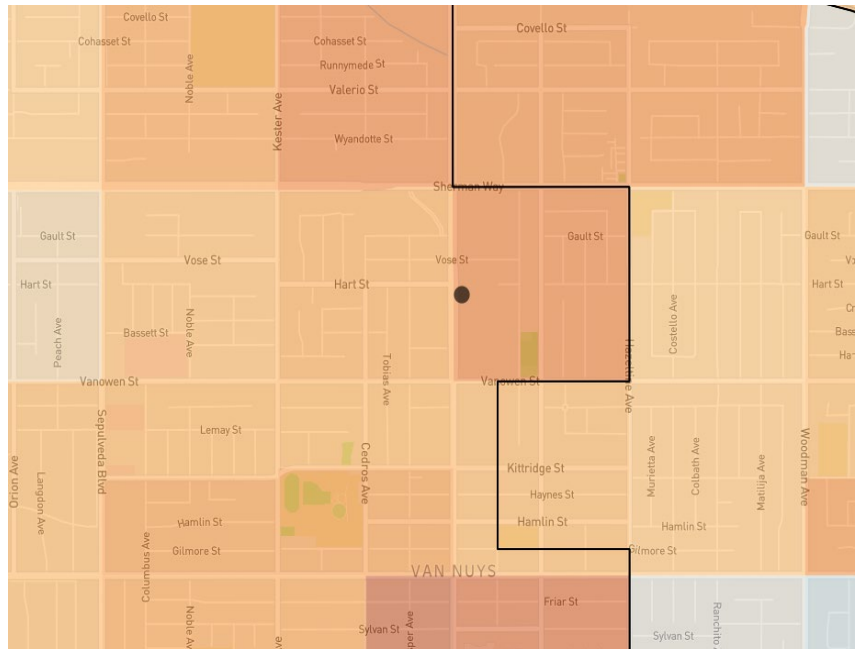


31.1 Years
Median Age



New Economics for Women (Van Nuys)

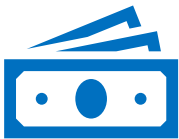
New Economics for Women (Van Nuys) is located in LA City Council District 6. CD #6 is socioeconomically and racially diverse, representing the Northeast San Fernando Valley, including the communities of Arleta, Lake Balboa, North Hills, Panorama City, Van Nuys, Sun Valley and North Hollywood.



258,000 People
Total Population



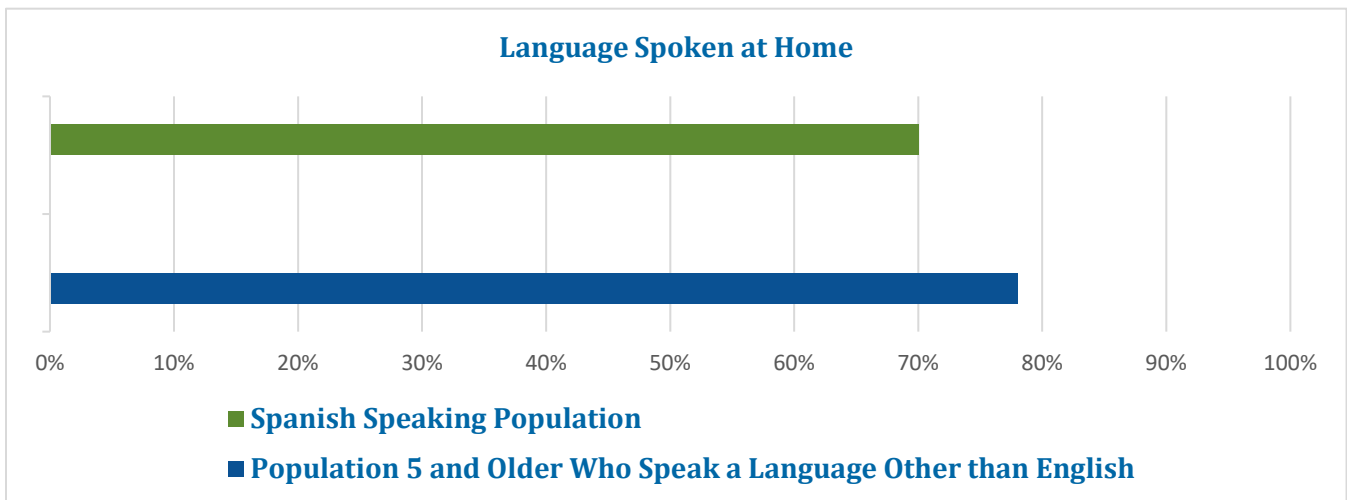
\$47,493 USD
Median Household Income



57,276 Persons (22.2%)
Below Poverty Level

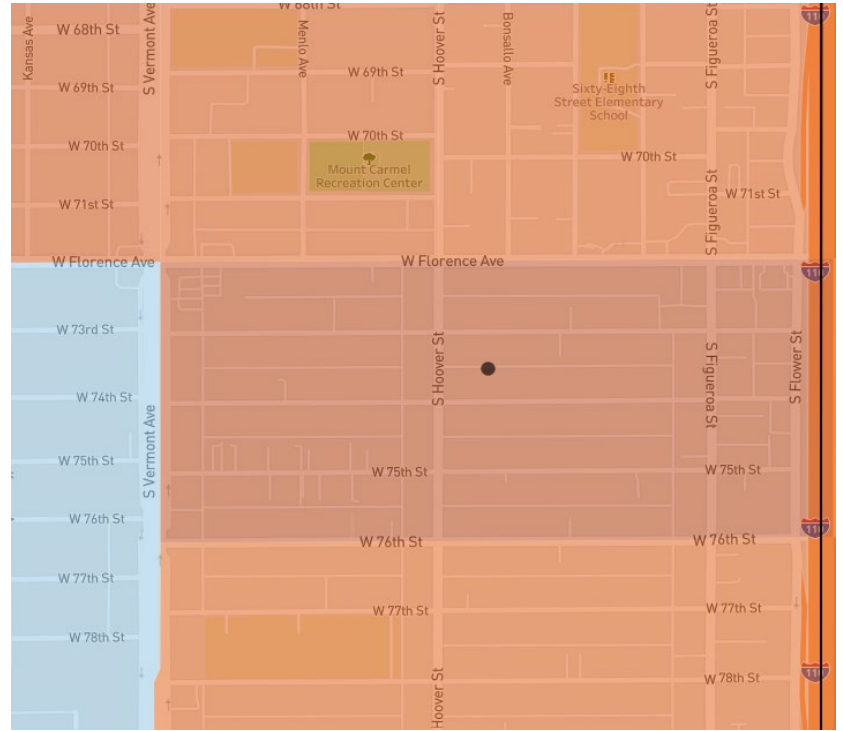


34.3 Years
Median Age



The Children's Collective, Inc.

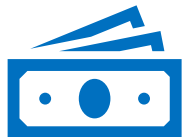
The Children's Collective, Inc., is located in LA City Council District 9. CD #9 is socioeconomically and racially diverse, representing parts of South Los Angeles. The district stretches from the LA Convention Center and the LA Live Complex at the northern edge to the historic communities of Vermont Square to the West, the Central-Alameda Corridor to the East and Green Meadows to the South.



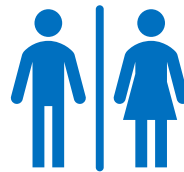
265,957 People
Total Population



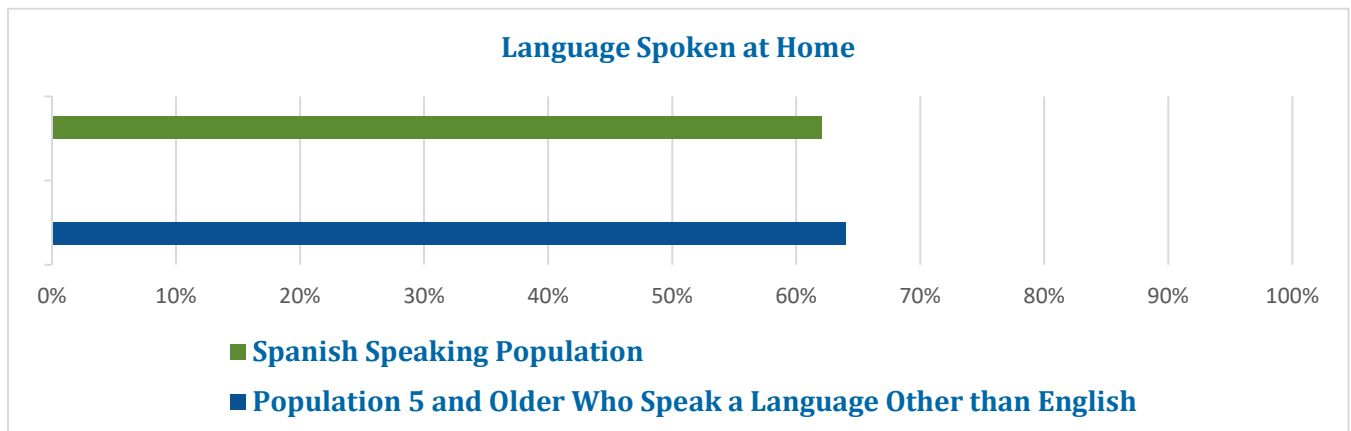
\$28,883 USD
Median Household Income



1,222 (35%) People
Below Poverty Level



29.1 Years
Median Age



Toberman Neighborhood Center

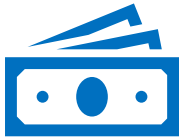
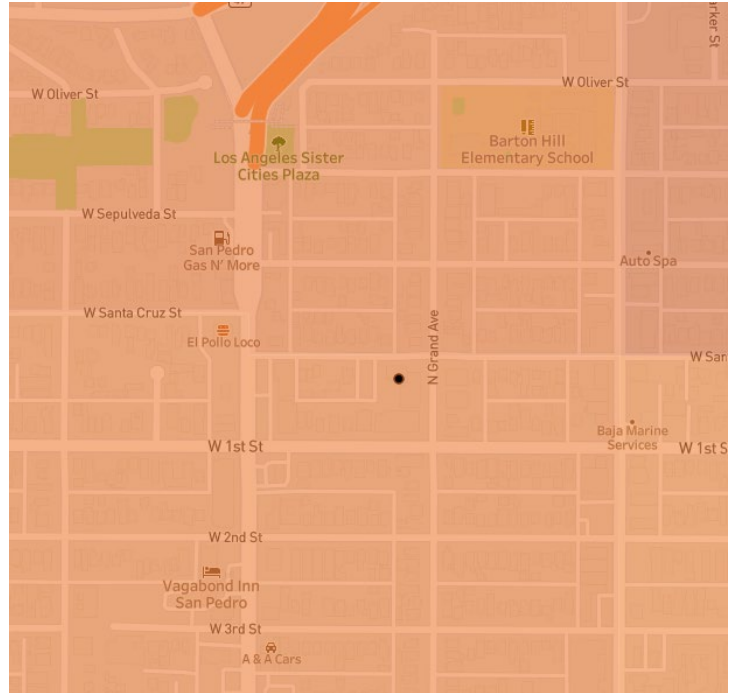
Toberman Neighborhood Center is located in LA City Council District 15. CD #15 is socioeconomically and racially diverse, representing communities including Harbor City, Harbor Gateway, San Pedro, Watts, and Wilmington.



275,486 People
Total Population



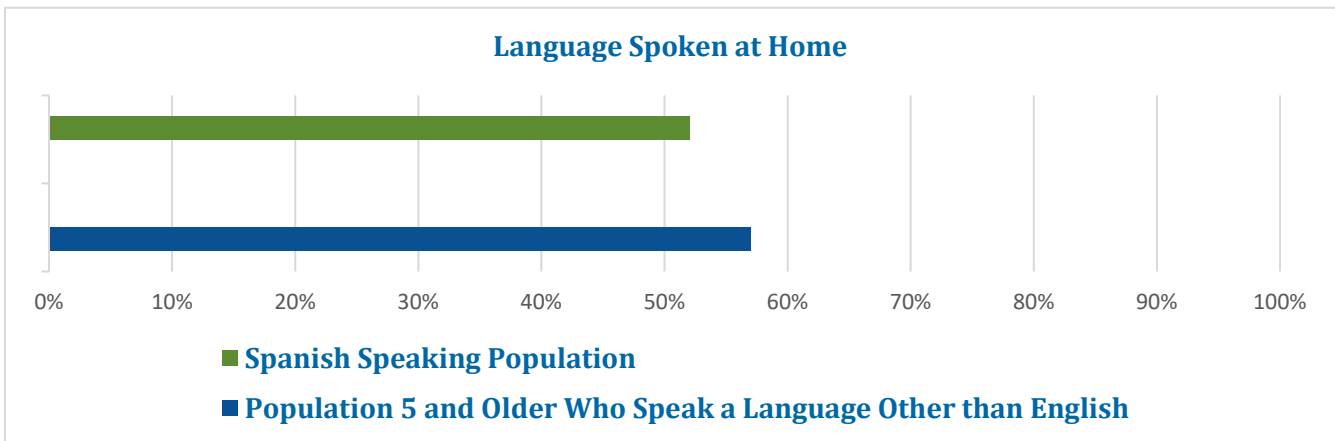
\$44,302 USD
Median Household Income



68,045 Persons (24.7%)
Below Poverty Level

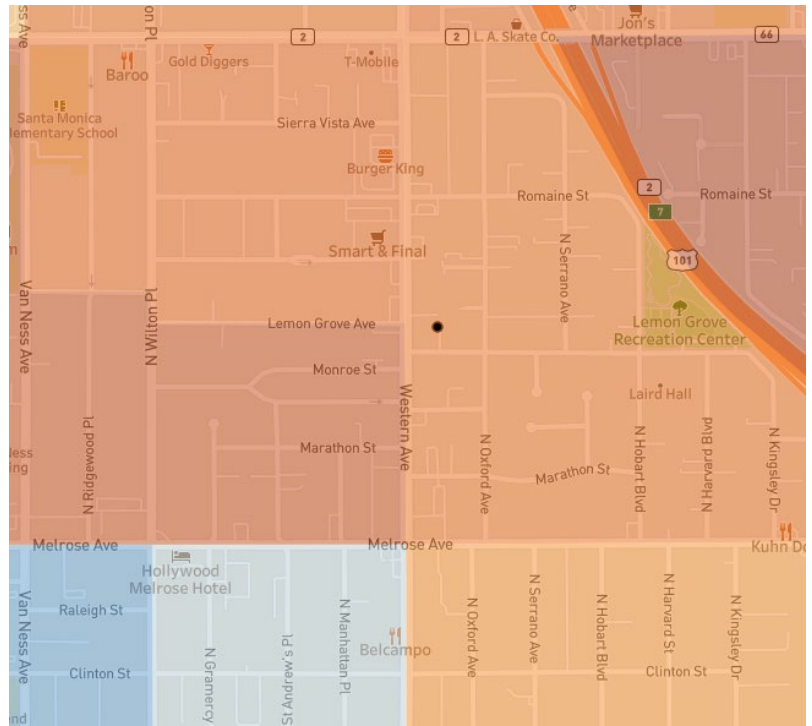


38.2 Years
Median Age



Volunteers of America

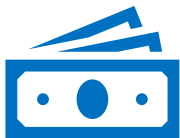
Volunteers of America is located in LA City Council District 13. CD #13 is socioeconomically and racially diverse, representing the Central Los Angeles including Atwater Village, East Hollywood, Echo Park, Elysian Valley, Glassell Park, Historic Filipinotown, Hollywood, Larchmont Village, Little Armenia, Melrose Hill, Rampart Village, Ridgewood-Wilton, Silver Lake, Spaulding Square, St. Andrews Square, Sunset Square, Thai Town, Verdugo Village, Virgil Village, Western-Wilton, Westlake, Wilshire Center and Windsor Square.



252,322 People
Total Population



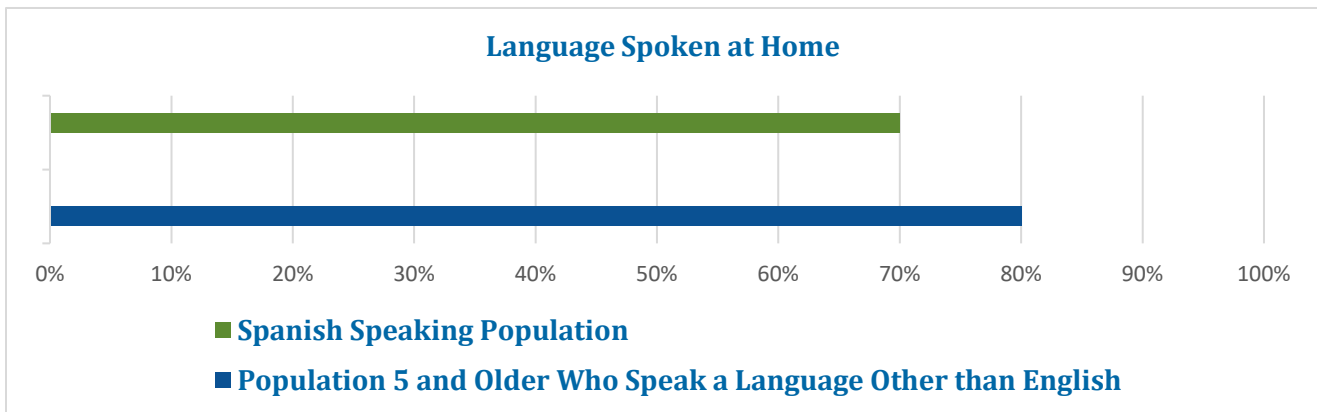
\$39,267 USD
Median Household Income



752 (23%) People
Below Poverty Level



35.5 Years
Median Age



Watts Labor Community Action Committee

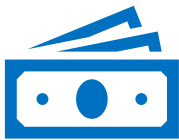
Watts Labor Community Action Committee is located in LA City Council District 15. CD #15 is socioeconomically and racially diverse, representing communities including Harbor City, Harbor Gateway, San Pedro, Watts, and Wilmington.



275,486 People
Total Population



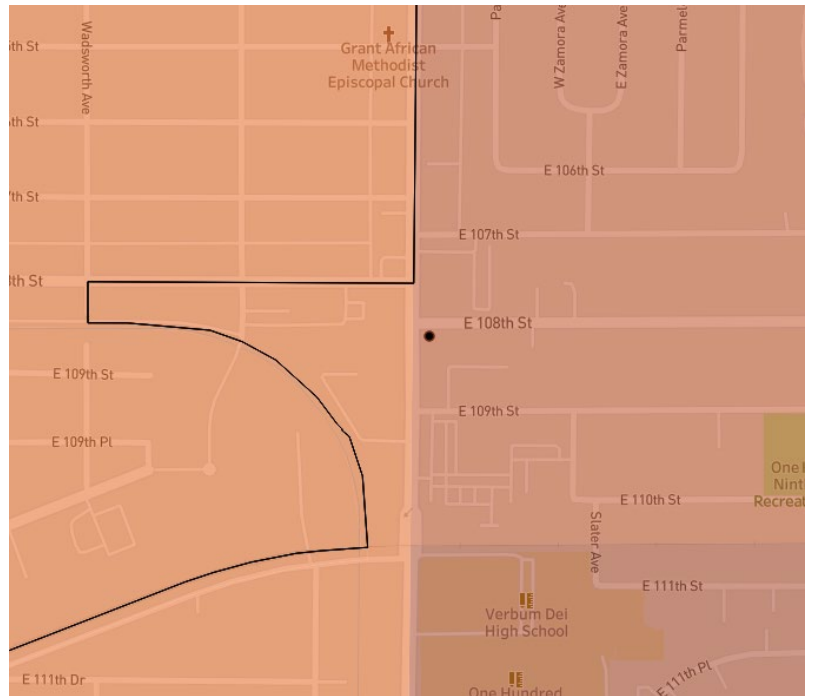
\$44,302 USD
Median Household Income



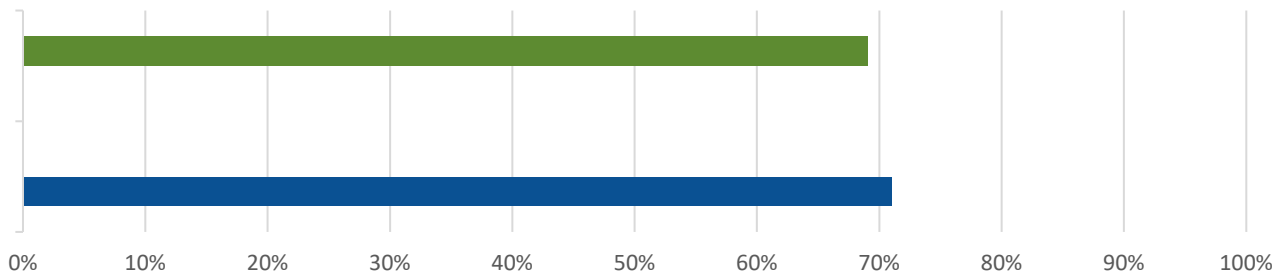
68,045 Persons (24.7%)
Below Poverty Level



32.6 Years
Median Age



Language Spoken at Home

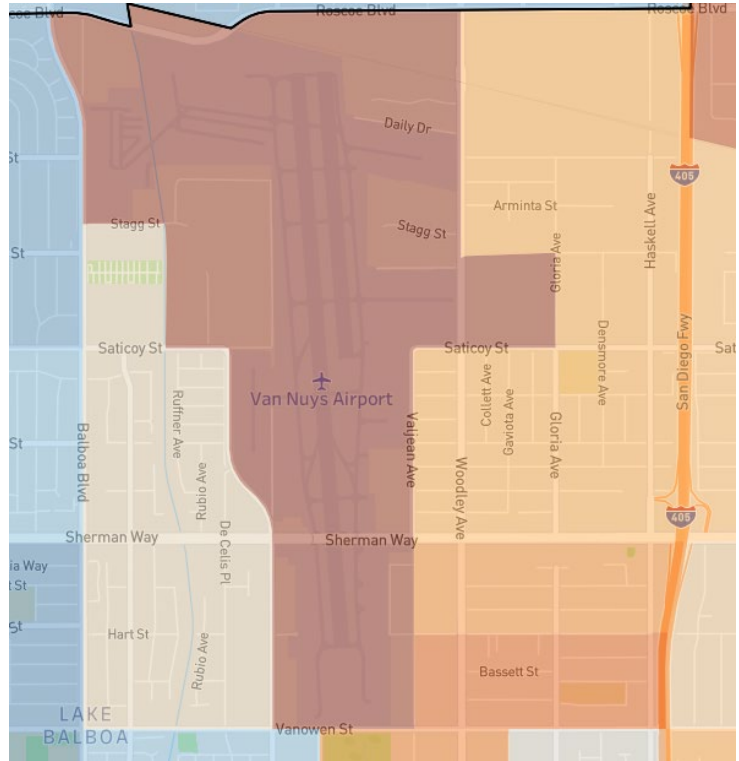


■ **Spanish Speaking Population**
■ **Population 5 and Older Who Speak a Language Other than English**

Proposed FSC Locations

1. Council District 6

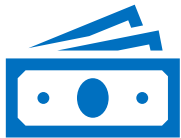
LA City Council District 6 is socioeconomically and racially diverse, representing the Northeast San Fernando Valley, including the communities of Arleta, Lake Balboa, North Hills, Panorama City, Van Nuys, Sun Valley and North Hollywood.



258,000 People
Total Population



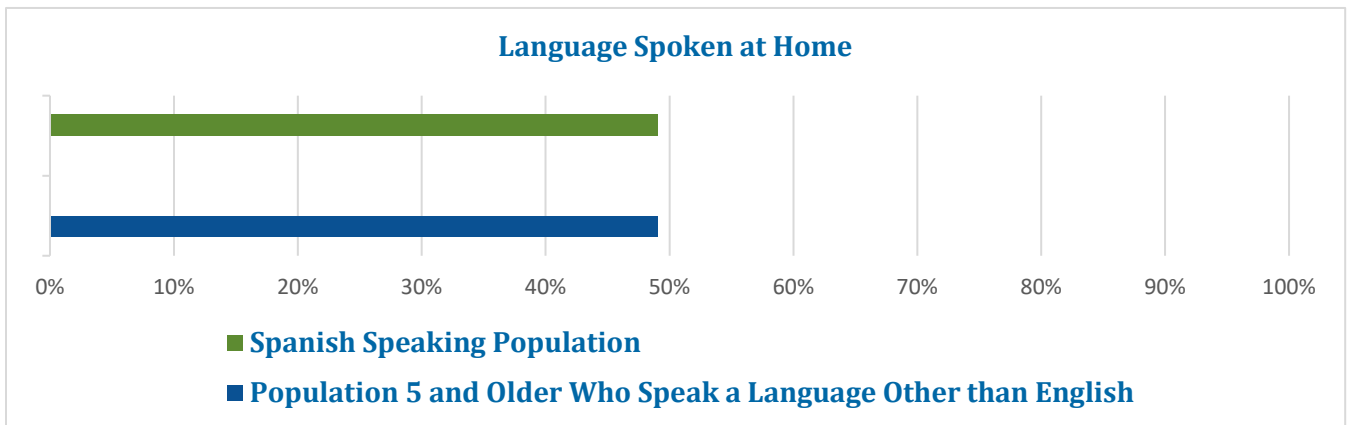
\$47,493 USD
Median Household Income



1,359 (29%) People
Below Poverty Level

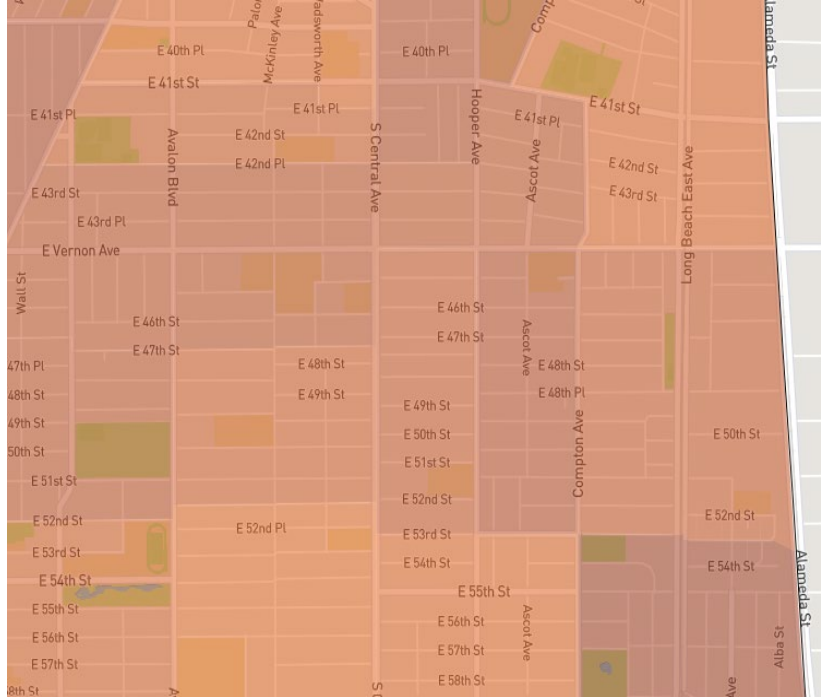


10 Years
Median Age



2. Council District 9

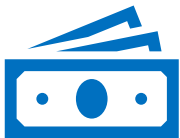
LA City Council District 9 is socioeconomically and racially diverse, representing parts of South Los Angeles. The district stretches from the LA Convention Center and the LA Live Complex at the northern edge to the historic communities of Vermont Square to the West, the Central-Alameda Corridor to the East and Green Meadows to the South.



265,957 People
Total Population



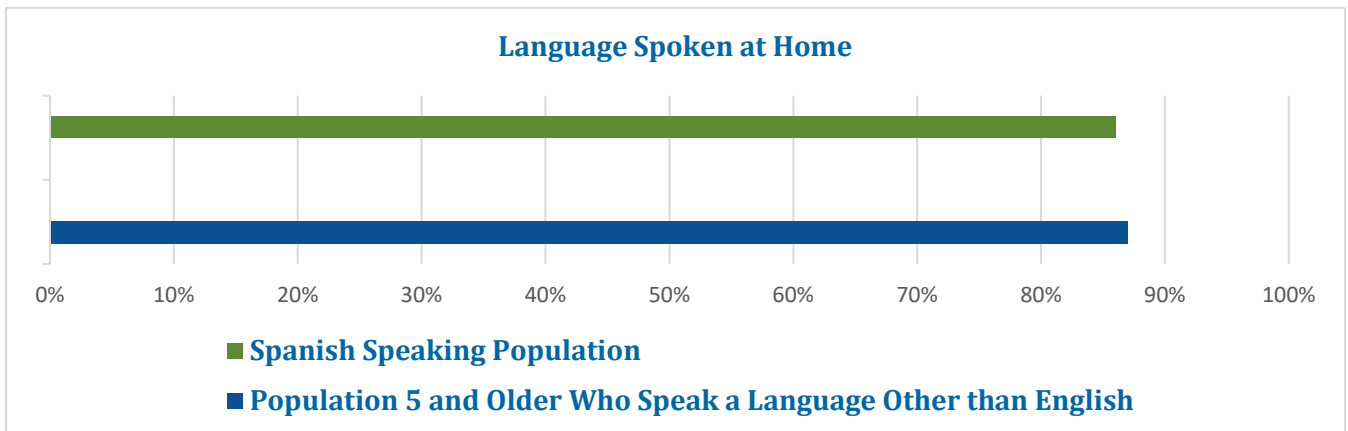
\$28,883 USD
Median Household Income



25,574 (29%) People
Below Poverty Level

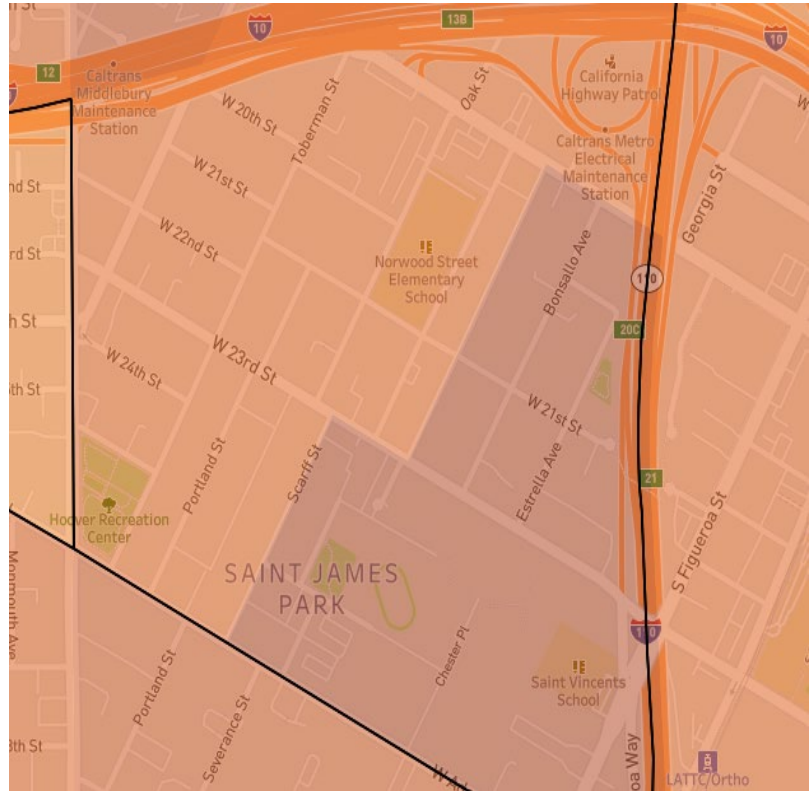


29.3 Years
Median Age



3. Council District 10

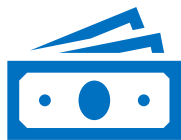
LA City Council District 10 is socioeconomically and racially diverse, representing parts of southern Central Los Angeles and northern South Los Angeles, including the communities of Arlington Heights, Baldwin Vista, Cherrywood, Faircrest Heights, Historic Leimert Park Village, Jefferson Park, Lafayette Square, Olympic Park, Victoria Park, and Wilshire Vista.



244,936 People
Total Population



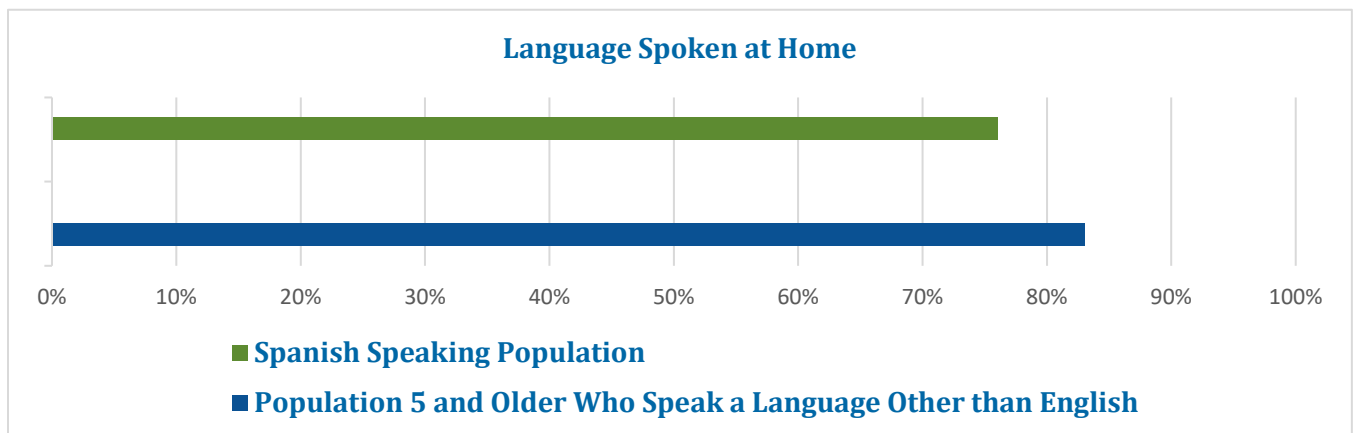
\$36,242 USD
Median Household Income



59,519 Persons (24.3%)
Below Poverty Level



32.6 Years
Median Age



4. Council District 15

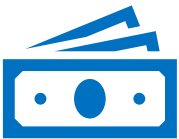
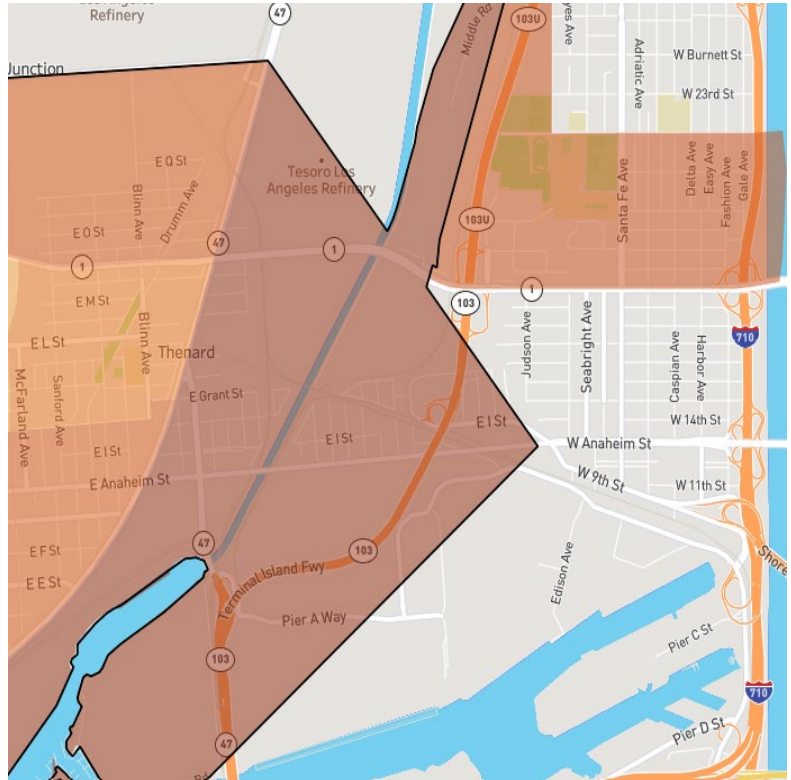
LA City Council District 15 is socioeconomically and racially diverse, representing communities including Harbor City, Harbor Gateway, San Pedro, Watts, and Wilmington.



275,486 People
Total Population



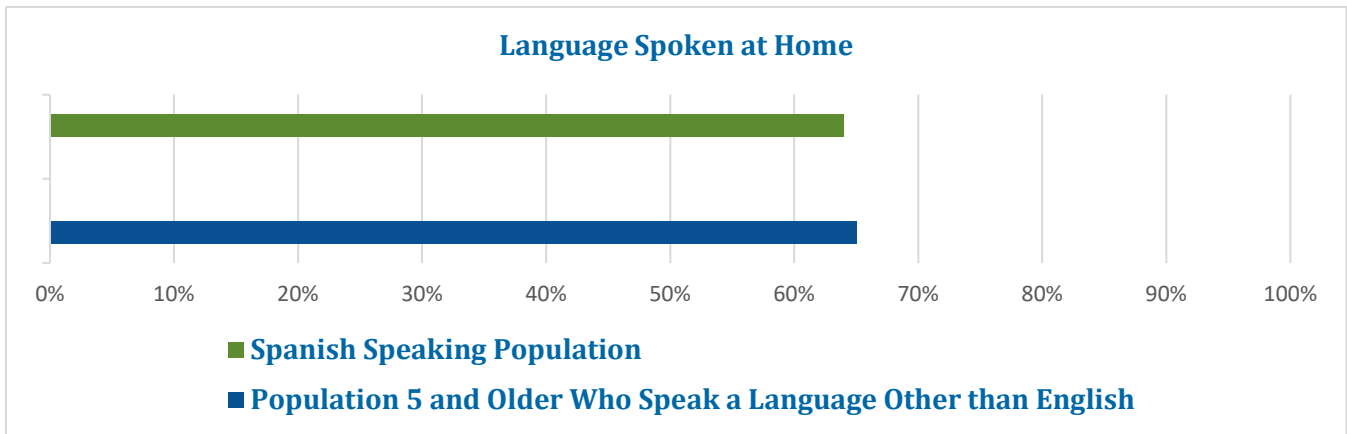
\$44,302 USD
Median Household Income



68,045 Persons (24.7%)
Below Poverty Level



31.9 Years
Median Age



CONCLUSIONS

The Family Source System’s place-based programs have demonstrated effectiveness in reaching the City with a broad spectrum of services to lift individuals out of poverty. Both clients and staff report high levels of satisfaction with the centers and the services have impact on short and long-term economic indicators. One of the FSS’ demonstrated strengths is the capacity to innovate. The FSCs have become a one-stop shop of assistance for families in need. Of particular note, during the pandemic, the FSCs were able to quickly pivot to become a vital distribution point for the City’s emergency housing and cash relief fund. The FSCs provided valuable assistance in the expeditious deployment of gift cards, rental assistance (current and past rent) and security deposits. Building upon yearly evaluation results, the FSS has demonstrated a capacity to adapt investments to match evolving need.

RECOMMENDATIONS

Reducing poverty requires a multi-dimensional, collaborative approach—jobs, health benefits, housing, food security, educational support, and transportation provide important direct help and generate a positive multiplier effect on the Los Angeles economy. The City’s goal to end family and child poverty by 2035 is a bold initiative that will need a targeted response. The following recommendations are intended to support the logic model of the FamilySource System and to strengthen CIFDs approach to oversight of the grant program.

As a place-based program, increasing the number of FSC sites will help to alleviate and prevent poverty

Develop a robust network of resources.



Often, underrepresented populations do not have a clear understanding of available resources and support services or, if they do, how to access them. When they do understand where to access resources, the process can be confusing or difficult to navigate (e.g., complicated application processes). There is an opportunity to provide a clearer understanding of available resources and support services, where and how to access them, and additional support language and technical support.



Immediate needs

Develop a universal resource list or work with 211 to ensure FSCs have a robust roster of agencies, programs and services.



Long-term needs

Implement technology (e.g., Find Help) to ensure referral follow-up.

Continue to host the annual Ending Poverty Summit.

There is no greater solution than to bring together stakeholders to discuss important issues, challenges, opportunities, and trends. CFID’s poverty summit is a shining example of bringing together policy makers researchers, scholars, representatives from community-based organizations, and people with lived experience to explore bold solutions, policies, and partnerships to end poverty in the City of Los Angeles.



Immediate needs

Convene stakeholders to address poverty alleviation and prevention efforts

Utilize the poverty framework to launch a collective impact approach



Long-term needs

Monitor and evaluate progress toward poverty alleviation and prevention

Develop early education supports.

Education is one of the most powerful predictors of positive economic outcomes. There are several areas noted below that we believe require attention from city policymakers and could serve as potential partnerships with LA County on cross-efforts initiatives.



Immediate needs

Consider adjusting contracts to expand the range of educational supports to facilitate supporting more elementary and middle-school youth.



Long-term needs

Work with contractors to identify the unique needs of elementary-aged youth and develop FSC programming specifically tailored to these needs.

Enhance supports for single women households.

Analyses continue to demonstrate need for additional supports for single women households. This could include direct cash assistance, as well as opportunities to expand two-generational programming that addresses the needs of both caregiver and child(ren) to maximize long-term impact.



Immediate needs

Look for ways to immediately allocate funding (direct cash assistance) to single women households, who continue to bear a significant burden of the COVID-19 pandemic.



Long-term needs

Implement two-generational programming.
Establish relationship with Child Care Resource Center to provide subsidized child care for Medi-Cal eligible parents.

Improve support of and communication with FSCs.

A number of opportunities emerged to improve support of FSCs to deliver more effectively on the core program goals.



Immediate needs

Further incorporate Director voice into the design and implementation of monthly CIFD meetings, including:

- Opportunities for Directors to inform agenda development.
- Consider increasing the frequency of these meetings and hold them in person when possible.



Long-term needs

Seek out opportunities to increase the flexibility that contractors are given around how funds are spent to address identified contract goals.

Re-evaluate the qualifications for various FSC staff positions as well as compensation levels.

- Prioritize time for discussion when contract details, budget, and scorecards are reviewed.

Expand FSC locations.

One of the most important recommendations that can provide immediate impact is the expansion of the locations for the FamilySource Centers. The large geographic area of the City of Los Angeles presents many challenges that only a place-based program can solve. Providing one-stop services within a two to four mile radius can make a world of difference for families who face transportation challenges. Based on the heat maps presented in this evaluation that documents geographic areas of need, expanding the City’s FSC locations will further help to alleviate and prevent poverty.



Immediate needs

Add up to five new locations based on the ecosystem maps where geographies of need have been identified



Long-term needs

Consider establishing a city/county partnership to expand services to families who live outside a two mile radius of the City of Los Angeles

MOVING FORWARD

The magnitude of poverty and lack of educational attainment are tremendous challenges for residents of the FSS areas. Overall, participation in FSS initiatives has been impressive; however, participation dropped substantially in several initiatives from evaluation year one to year two, and some programs had low participation. Year three and four gave an additional perspective to the FSS and its safety net role in the middle of COVID-19. Though traditional services experienced a decrease, new resources were funneled thru the centers to the community, increasing participation at unprecedented levels. Emergency Relief has played a key role during 2020-2021 by providing families with assistance to housing.

Continued focus on employment obtainment will need to be a central strategy for the FSCs. While there are relevant and prevalent training programs, such programs need to be directly linked to employer needs. The workforce development initiative supported by WDACS may serve as a supporting partnership to the FSCs¹¹. Study results as well as labor market data clearly show a relationship between education and earning potential. Increasing education and skills training will greatly improve the economic stability of residents in the FSCs’ areas if individuals consistently participate. Current circumstances are positively challenging the role of the centers and their ability to stretch and reach further than before.

Our research has made clear that the City of Los Angeles’ racially and ethnically diverse communities have been hardest hit by unemployment, educational underachievement, food insecurity, as well as from the negative impacts from the COVID-19 pandemic. In response, HMA Community Strategies identified several recommendations to address the immediate and long-term needs of Los Angeles’ multicultural communities. Through collaboration and targeted efforts, the Community Investment for Families Department and the FamilySource Centers, in partnership with CBOs, community leaders, and other partners can begin to work

¹¹ <https://economicdevelopment.lacounty.gov/#>, Workforce Development

strategically on interventions to address income, education, and housing disparities both in the short- and long-term.

This report was produced and written by HMA Community Strategies (HMACS), a division of Health Management Associates. HMACS was formed to address the social needs that affect public health care. Contributions to this report were made by Charles Robbins, MBA (project director), Megan Beers, PhD, Michelle Parra, PhD, Drew Hawkinson, Ryan Maganini, Matthew Ward, and Yamini Narayan.

Founded in 1985, Health Management Associates, Inc. (HMA) is a leading national health care and human services consulting company specializing in publicly funded programs and that has provided consulting services in all 50 states. With more than 500 subject matter experts, HMA provides a broad range of consulting services to advance health equity and racial justice. We have a strong presence in Southern California through our Los Angeles office, which has experts who know the local social service, public health, and health care systems. For more information, visit www.healthmanagement.com.

APPENDIX

APPENDIX A. Customer Satisfaction Composite Scores

| FSC | | FALL 2021 | | | | | | Spring 2022 | | | | | | |
|---------------------------|------|----------------------|-------|-------------------------|-------|-----------------|-------|----------------------|-------|-------------------------|-------|-----------------|-------|-------|
| | | Overall Satisfaction | | Satisfaction Composite* | | Total Responses | | Overall Satisfaction | | Satisfaction Composite* | | Total Responses | | |
| | | Adult | Youth | Adult | Youth | Adult | Youth | | Adult | Youth | Adult | Youth | Adult | Youth |
| Boyle Heights | Mean | 4.7 | 5.0 | 4.5 | 4.9 | 79 | 4 | Mean | 4.6 | 4.8 | 4.5 | 4.7 | 94 | 40 |
| | N | 76 | 4 | | | | | N | 86 | 40 | | | | |
| Canoga Park | Mean | 2.2 | 1.6 | 3.3 | 1.7 | 189 | 49 | Mean | 4.2 | 4.9 | 4.3 | 4.7 | 89 | 13 |
| | N | 154 | 28 | | | | | N | 89 | 13 | | | | |
| Echo Park/Cypress Park | Mean | 4.5 | 4.7 | 4.6 | 4.8 | 52 | 72 | Mean | 4.2 | N/A | 4.1 | 0 | 31 | 0 |
| | N | 49 | 73 | | | | | N | 30 | 0 | | | | |
| El Sereno/Lincoln Heights | Mean | 4.3 | N/A | 4.2 | 0 | 16 | 0 | Mean | 4.6 | 4.2 | 4.4 | 3.9 | 57 | 5 |
| | N | 16 | 0 | | | | | N | 56 | 5 | | | | |
| Hollywood | Mean | 4.5 | 4.5 | 4.5 | 4.0 | 20 | 2 | Mean | 4.3 | N/A | 4.2 | 0 | 21 | 0 |
| | N | 19 | 2 | | | | | N | 21 | 0 | | | | |
| Pacoima | Mean | 4.6 | 4.9 | 4.6 | 4.6 | 62 | 20 | Mean | 4.5 | 4.7 | 4.5 | 4.6 | 66 | 24 |
| | N | 61 | 20 | | | | | N | 65 | 24 | | | | |
| Southeast/Watts | Mean | 4.6 | 5.0 | 4.4 | 3.8 | 118 | 1 | Mean | 4.5 | 4.9 | 4.4 | 4.9 | 164 | 54 |
| | N | 115 | 1 | | | | | N | 159 | 54 | | | | |
| Southeast | Mean | 4.7 | 4.8 | 4.6 | 4.8 | 208 | 53 | Mean | 4.7 | 4.6 | 4.6 | 4.6 | 115 | 64 |
| | N | 191 | 54 | | | | | N | 115 | 64 | | | | |
| Southwest/Florence | Mean | 4.4 | 4.7 | 4.6 | 4.7 | 87 | 53 | Mean | 4.6 | 4.6 | 4.5 | 4.3 | 53 | 9 |
| | N | 86 | 53 | | | | | N | 53 | 9 | | | | |
| Southwest | Mean | 4.4 | 4.8 | 4.3 | 4.8 | 107 | 24 | Mean | 4.4 | 4.0 | 4.4 | 3.7 | 37 | 1 |
| | N | 106 | 23 | | | | | N | 37 | 1 | | | | |
| Van Nuys | Mean | 4.5 | 4.5 | 4.5 | 4.5 | 114 | 62 | Mean | 4.4 | 4.6 | 4.4 | 4.6 | 72 | 40 |
| | N | 108 | 61 | | | | | N | 71 | 40 | | | | |
| West Adams | Mean | 4.7 | 5 | 4.7 | 5.0 | 90 | 55 | Mean | 4.6 | 5.0 | 4.4 | 4.8 | 83 | 65 |
| | N | 90 | 55 | | | | | N | 82 | 65 | | | | |
| West LA | Mean | 4.5 | 4.7 | 4.6 | 4.4 | 105 | 27 | Mean | 4.6 | 4.6 | 4.6 | 4.4 | 66 | 26 |
| | N | 104 | 27 | | | | | N | 64 | 26 | | | | |
| Westlake/Pico-Union | Mean | 4.7 | 4.6 | 4.6 | 4.6 | 127 | 78 | Mean | 4.6 | 4.7 | 4.5 | 4.6 | 147 | 111 |
| | N | 128 | 78 | | | | | N | 148 | 110 | | | | |
| Wilmington/San Pedro | Mean | 4.5 | 4.6 | 4.4 | 4.7 | 103 | 24 | Mean | 4.5 | 5.0 | 4.6 | 5.1 | 69 | 33 |
| | N | 99 | 24 | | | | | N | 69 | 32 | | | | |
| Wilshire | Mean | 4.7 | 4.6 | 4.7 | 4.5 | 127 | 64 | Mean | 4.6 | 4.5 | 4.6 | 4.5 | 53 | 59 |
| | N | 125 | 46 | | | | | N | 52 | 59 | | | | |

APPENDIX B. 12-Month Scorecard

Final FSC Performance Report: Adult & Youth (July 1, 2021- June 30, 2022)

| Legend | 90% and above | 80% through 89.9% | 79.9% and below |
|--------|---------------|-------------------|-----------------|
|--------|---------------|-------------------|-----------------|

| | Total Unduplicated Served | | | VALUE OF INCREASED INCOME (\$) | | | * INCREASED ACADEMIC ACHIEVEMENT | | | FINANCIAL COACHING | | | |
|--|---------------------------|-----------------|---------------|--------------------------------|-----------------|---------------|----------------------------------|-----------------|---------------|--------------------|-----------------|------------|---------------|
| | % | 12 Month ACTUAL | 12 Month GOAL | % | 12 Month ACTUAL | 12 Month GOAL | % | 12 Month ACTUAL | 12 Month GOAL | % | 12 Month ACTUAL | # Services | 12 Month GOAL |
| FAMILYSOURCE CENTER CONTRACTORS | | | | | | | | | | | | | |
| 1736 FAMILY CRISIS CENTER | 56% | 1399 | 2500 | 183% | \$915,848 | \$500,000 | 11% | 8 | 75 | 12% | 12 | 41 | 100 |
| ALL PEOPLE'S COMMUNITY CENTER | 125% | 3137 | 2500 | 257% | \$1,283,241 | \$500,000 | 208% | 156 | 75 | 86% | 86 | 121 | 100 |
| BARRIO ACTION YOUTH & FAMILY CENTER | 55% | 1429 | 2600 | 264% | \$1,318,651 | \$500,000 | 96% | 72 | 75 | 34% | 34 | 124 | 100 |
| CENTRAL CITY NEIGHBORHOOD PARTNERS (CCNP) | 143% | 3580 | 2500 | 705% | \$3,526,446 | \$500,000 | 153% | 115 | 75 | 199% | 199 | 1367 | 100 |
| EL CENTRO DE AYUDA | 119% | 2979 | 2500 | 242% | \$1,210,855 | \$500,000 | 132% | 99 | 75 | 156% | 156 | 693 | 100 |
| EL CENTRO DEL PUEBLO | 74% | 1862 | 2500 | 104% | \$522,445 | \$500,000 | 71% | 53 | 75 | 13% | 13 | 92 | 100 |
| EL NIDO FAMILY CENTERS - (PACOIMA) | 102% | 2541 | 2500 | 140% | \$701,927 | \$500,000 | 100% | 75 | 75 | 145% | 145 | 184 | 100 |
| EL NIDO FAMILY CENTERS - (SOUTH LOS ANGELES) | 87% | 2187 | 2500 | 1131% | \$5,655,168 | \$500,000 | 127% | 95 | 75 | 120% | 120 | 402 | 100 |
| LATINO RESOURCE ORGANIZATION (LRO) | 76% | 1902 | 2500 | 190% | \$950,998 | \$500,000 | 51% | 38 | 75 | 98% | 98 | 702 | 100 |
| NEW ECONOMICS FOR WOMEN (CANOGA PARK) | 100% | 2512 | 2500 | 386% | \$1,928,546 | \$500,000 | 128% | 96 | 75 | 127% | 127 | 252 | 100 |
| NEW ECONOMICS FOR WOMEN (VAN NUYS) | 127% | 3163 | 2500 | 360% | \$1,799,702 | \$500,000 | 267% | 200 | 75 | 112% | 112 | 145 | 100 |
| P.F. BRESEE FOUNDATION | 134% | 3350 | 2500 | 768% | \$3,840,760 | \$500,000 | 257% | 193 | 75 | 112% | 112 | 371 | 100 |
| THE CHILDREN'S COLLECTIVE, INC. | 107% | 2675 | 2500 | 737% | \$3,683,013 | \$500,000 | 111% | 83 | 75 | 56% | 56 | 137 | 100 |
| TOBERMAN NEIGHBORHOOD CENTER | 100% | 2501 | 2500 | 207% | \$1,036,799 | \$500,000 | 104% | 78 | 75 | 102% | 102 | 108 | 100 |
| VOLUNTEERS OF AMERICA (VOA) | 67% | 1679 | 2500 | 79% | \$393,381 | \$500,000 | 24% | 18 | 75 | 95% | 95 | 210 | 100 |
| WATTS COMMUNITY ACTION COMMITTEE (WLCAC) | 192% | 4793 | 2500 | 350% | \$1,747,503 | \$500,000 | 139% | 104 | 75 | 315% | 315 | 735 | 100 |
| TOTALS | 104% | 41689 | 40,100 | 381% | \$30,515,282 | \$8,000,000 | 124% | 1483 | 1200 | 111% | 1782 | 5684 | 1600 |