



**ISSUE DAY**  
CATALOG



# ISSUE DAY CATALOG

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# WHAT IS CORO SOUTHERN CALIFORNIA?

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Founded in 1957, Coro Southern California is a nonpartisan, nonprofit organization whose mission is to train a community of leaders who can engage in systems thinking and possess the ability to collaborate. To accomplish this, Coro's programs blend experiential, classroom, and cohort-based learning to develop key civic and leadership competencies, including critical thinking, self-awareness, communication, collaboration, and network-building.



# WHAT IS LEAD LA?

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A nine-month, part-time fellowship program mobilizing Coro Southern California's innovative professional and civic leadership development modules, Lead LA is designed for impact-makers to expand their leadership capacity, knowledge, and networks in Southern California.

By applying Coro's leadership development frameworks to issues facing Greater Los Angeles, participants come away with a deeper understanding of themselves, the region, the issues, and the stakeholders that all work in concert to create the region's unique fabric. Through this immersive and experiential dive, participants gain the tools and experiences necessary to enhance their and their organization's capacity to lead and direct change.

Lead LA participants engage in facilitated training and peer consulting, expert interviews and policy exploration, small group collaboration, and analytical and leadership exercises to broaden and strengthen their skills and knowledge in:

- **Effective Inquiry,**
- **Civic and political awareness, and**
- **Group effectiveness.**

Participants accomplish this all while also building lasting personal and professional relationships with other impact-makers within their cohorts, among Lead LA alumni, and across the broader Coro Southern California community.



Being in **Lead LA** has shown me how to view and address policy issues in a completely different way than I have been, and has given me the tools that I need to apply this approach in my work. I apply what I [have learned] in Lead LA to better understand issues and involve all stakeholders to develop comprehensive solutions.

~ **Elissa Konove** - Undersecretary,  
*California State Transportation Agency*



## What is an Issue Day?

An Issue Day is a cohort-led exploration Lead LA uses to expand experiential learning. Its purpose is twofold: **one**, to engage participants' effective inquiry, critical thinking, and leadership skills to practice team management, self-awareness, and empowered professionalism in real-time with a small group of their peers, and **two**, to use Greater Los Angeles to expand the participants' knowledge of a public policy challenge requiring action and impact.

The Issue Day is the ultimate Lead LA exercise, bringing in all of the tools and frameworks explored during the program to ignite a cohort-led exploration to expand their collective knowledge about Los Angeles' policy landscape. The Issue Day process starts during the Program Orientation and runs through the duration of the Lead LA program. The cohort participants determine which issues will be explored and how to design and curate explorations and experiences for the entire cohort.



**ISSUE DAY**  
**2019**

# LEAD LA COHORT 1



**Achal Singh Achrol MD**

*Director, Giloma Program; Director,  
Brain Tumor Translational Research  
Loma Linda University*



**Amy Amsterdam**

*Workforce Development  
Specialist*



**Ruben Aronin**

*Senior Vice President  
Better World Group*



**Angela Babcock**

*Vice President  
Stratiscope*



**Laura Beebe**

*Director of Public Partnerships  
LA's BEST Afterschool Enrichment  
Program*



**Lynnzi Brianza**

*Director, Public Programs &  
Authorizer Relations  
KIPP LA Schools*



**Carson Bruno**

*Senior Director of Training and  
Programs  
Coro Southern California*



**Jonathan Chan**

*Director, Organizational Data &  
Analytics  
Citizens of the World Charter  
Schools*



**Elizabeth Cohen**

*Associate Director  
LA County Center for Strategic  
Public-Private Partnerships*



**Otha Cole**

*Project Director, Play Equity Fund  
LA84 Foundation*



**Audrey Handelman**

*Senior Associate, Director of Design  
Resiliency  
Gensler*



**Samara Hutman**

*Director  
Remember Us*



**Kat Karimi**

*Co-Founder & Executive Director  
Civic Innovation Lab*



**Alia Kate**

*Founder & Owner  
Kantara*



**Elissa K. Konove**

*Undersecretary  
CA State Transportation Agency*



**Alison Korte**

*Senior Associate, Housing Practice  
The Technical Assistance  
Collaborative*



**David Levitus**  
*Founder & Executive Director*  
 LA Forward



**Janine Lim**  
*Finance Manager, Accounts Payable*  
 Community Partners

**John Lulejian**  
 U.S. Federal Executive Department



**Corey Matthews**  
*Chief Operating Officer*  
 Community Coalition



**Jeremie Loncka**  
*Director of Progaming*  
 The Actors' Gang Prison Project



**Elvia Meza**  
*Director of Activist Engagement and Development*  
 American Civil Liberties Union



**Jennifer May**  
*Executive Director, Designmatters*  
 ArtCenter College of Design



**Farah Noor**  
*Regional Partnership Director*  
 i.am College Track Boyle Heights



**Carole Neal**  
*Director of Marketing*  
 Vitamin T



**Jennie Quiñónez-Skinner**  
*Associate Librarian & Faculty*  
 California State University,  
 Northridge



**Dakota Ortiz**  
*Director of Social Impact*  
 William Morris Endeavor



**Vanessa Schnaidt**  
*Vice President*  
 Cause Communications



**Rosario Rico**  
*Associate Program Manager*  
 The Los Angeles Trust for  
 Children's Health



**Rachael Shrout**  
*Independent Consultant, Nonprofit*  
 Strategy & Talent Operations



**Heath C. Seltzer**  
*Vice President*  
 Morgan Stanley



**Jon Switalski**  
*Executive Director*  
 Californians for Balanced  
 Energy Solutions



**Rachel Sumekh**  
*Founder & CEO*  
 Swipe Out Hunger



# HOUSING AND HOMELESSNESS

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# 2019



# HOUSING LA TOGETHER

ISSUE DAY  
JANUARY 18, 2019



**52,765**

**2018 HOMELESS  
POPULATION IN LA  
COUNTY**



**\$1.2  
BILLION**

**PROPOSITION HHH PASSED  
IN 2016 TO BUILD 10,000  
UNITS OF SUPPORTIVE  
HOUSING IN THE CITY OF LA**



**\$3.55  
BILLION**

**MEASURE H PASSED IN  
2017 TO FUND HOMELESS  
SERVICES AND HOUSING  
OVER 10 YEARS IN LA  
COUNTY**

# What is the definition of Homelessness?

There is more than one “official” definition of homelessness. Different agencies use different definitions of homelessness, which affect how various programs determine eligibility for individuals and families at the state and local level.

Homeless –

An individual who belongs to one of the following categories:

(1) An individual who lacks a fixed, regular, and adequate nighttime residence, meaning:

(i) An individual with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;

(ii) An individual living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals); or

(iii) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;

(2) An individual who will imminently lose their primary nighttime residence, provided that:

(i) The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;

(ii) No subsequent residence has been identified; and

(iii) The individual lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing;

(3) Any individual who:

(i) Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual that has either taken place within the individual's primary nighttime residence or has made the individual afraid to return to their primary nighttime residence;

(ii) Has no other residence; and

(iii) Lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, to obtain other permanent housing.

(Source: LAHSA)

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# PURPOSE

## TOPIC

Policies that address housing and homelessness in LA County and the City of LA

## CIVIC CHALLENGE

What is our region's responsibility for alleviating homelessness among City and County residents?

## HISTORICAL BACKGROUND

The homeless crisis in Los Angeles County has been increasing and has triggered a coordinated response from the county, cities, and community partners throughout the region. According to the Los Angeles Homeless Services Authority (LAHSA), the total point-in-time homeless population in Los Angeles County was 39,461 in 2013 and 52,765 in 2018, a 34 percent increase in the past five years. The 2018 Homeless Count recorded a homeless population in the City of Los Angeles of 31,285 and showed a rise in the number of people entering homelessness for the first time, suggesting that root causes of homelessness, such as the affordable housing crisis, have continued to worsen.

According to a report in the LA Times, there is general agreement that a lack of housing supply is at the root of the homelessness problem. Reports from the state Department of Housing and Community Development, the nonpartisan Legislative Analyst's Office and a host of academics contend that California has a chronic shortage of home building that has failed to keep pace with the state's population growth, especially during the recent economic expansion, which has forced prices up.

In response to the crisis, the Los Angeles County Homeless Initiative was created by the Board of Supervisors. The Board approved 51 strategies divided into six areas that are each key to combating homelessness:

- Prevent Homelessness
- Subsidized Housing
- Increase Income
- Provide Case Management and Services
- Create a Coordinated System
- Increase Affordable/Homeless Housing

# HISTORICAL BACKGROUND

In March 2017, County voters approved Measure H, which instituted a .25% county sales tax and will provide an estimated \$355 million annually for 10 years to fund ongoing homeless services and housing. Measure H calls for federal, county, and city government to work with local nonprofit and community organizations to develop a multi-faceted approach to identifying, assessing, and preventing homelessness. A key goal of Measure H is to house 45,000 people in 5 years.

In concert with the County of Los Angeles Board of Supervisors, the Los Angeles City Council adopted the City of LA Comprehensive Homeless Strategy, which is meant to be a comprehensive approach to address short- and long-term homelessness issues. City of LA voters passed Proposition HHH in 2016, a \$1.2 billion bond to build approximately 10,000 units of supportive housing in the City. The program emphasis is on reducing homelessness by creating safe and affordable housing units and increasing accessibility to a variety of necessary services and treatment programs.

## GUIDING QUESTIONS

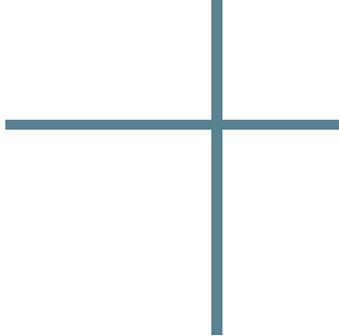
Are current policies and programs effectively addressing homelessness in the County and City of LA?

## FOCUSING QUESTIONS

- What are the current challenges in implementing programs to address homelessness in the County and City of LA?
- What policies impact homelessness?
- Who is engaged in this debate?
- How are the County and City distributing funding for programs to address homelessness?
- How does proximity to homelessness affect your perspective?

# STAKEHOLDER MAP





## LEARNING OUTCOMES

- Understand the region's housing needs
- Describe the interaction between Measures HHH and H
- Understand how local land use policy restrictions and community involvement affects the ability to develop temporary and permanent housing solutions
- Acknowledge the barriers homeless people face to accepting shelter and how this affects service delivery

## SKILL PRACTICE

Capacity-building skills I intend on focusing on today:

### INQUIRY

- Ask specific questions to make informed decisions
- Value and incorporate multiple perspectives
- Pace the connection between observation and interpretation

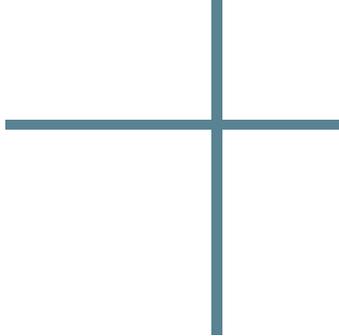
### POLITICAL AWARENESS

- Read the nuances within the current challenges facing Los Angeles
- Recognize how power and privilege influence public debate
- Understand the landscape of LA government structure

### EFFECTIVENESS IN GROUPS

- Exchange feedback with peers to expand self-awareness
- Identify and strengthen capacity gaps when leading groups
- Maintain my personal ecology to maximize potential

# PROCESS: AGENDA



- 8:30AM Arrive at the Museum of Social Justice
- 9:00AM Welcome & Introduction
- 9:30AM Lived Experience Presentation
- 10:00AM Coordinated Entry System Intake Exercise
- 11:00 AM Logistics and Team Assignments
- 11:30AM Stakeholder Interviews  
(Lunch on your own)
- 2:30PM Stakeholder Debrief at The California Endowment
- 3:15 PM Meet the Panelist
- 3:30PM Break
- 3:45 PM Panel Discussion
- 4:45PM Debrief, Reflections, & Announcements
- 5:30PM Further reflections at Imperial Western Beer Company @ Historic Union Station

# LOCATION AND EXHIBITION

## **Los Angeles United Methodist Museum of Social Justice**

**115 Paseo de la Plaza Los Angeles, CA. 90012**

The Museum of Social Justice is dedicated to telling the neglected stories of the diverse people of Los Angeles. By showcasing the history of social movements from the perspective of marginalized groups, the Museum inspires visitors to engage with social justice principles and advocate for change.

The Museum carries on in the tradition of the founder's commitment to social justice issues such as ministry to the poor, abolition, women's suffrage, and civil rights. In conjunction with its permanent exhibition, the Museum installs temporary exhibitions examining past and present social justice activities culled from a wide variety of amazingly rich and diverse ethnic, religious, and racial communities in the city of Los Angeles and beyond.

### **One of Us: Portraits and Personal Stories**

One of Us is project by David Blumenkrantz, Associate Professor at Cal State University Northridge, exploring homelessness in Los Angeles and recognizes the dignity and individuality of people who are economically, socially, and psychologically disenfranchised. The exhibition presents portraits and personal stories of people who wished their faces to be seen and their voices to be heard. The images and stories, created collaboratively with their subjects, challenge us to recognize them as more than a faceless societal burden known as the homeless. One of Us desires to change the conversation surrounding homelessness. It arose out of a longstanding collaboration with Wade Trimmer, director of the San Fernando Valley Rescue Mission.

A photography and visual communication educator for more than 20 years, David Blumenkrantz has taught classes and workshops for, among others, Wuhan, Yangtze and other universities in China, Kodak East Africa, The All Africa Conference of Churches, the French Cultural Centre in Nairobi, the government of Eritrea, the Art Institute of Pittsburgh's Online Division, the New York Film Academy, and the Watts Towers Art Center. His images of Africa have been widely exhibited and photographs from this collection have also been widely published in academic journals, textbooks, magazines and newspapers around the world. In 2004, after eight years teaching with the Los Angeles Unified School District, he joined the journalism department at California State University, Northridge, and is a tenured professor. David holds a BA in Journalism, an MA in Art Education, and an MFA in Visual Communication.

# SPEAKER BIO

## Suzette Shaw

### Skid Row Resident

Suzette Shaw is a black activist, poet, blogger, and women’s advocate, and not long ago she was a homeless resident of Skid Row. The youngest of six children born to a teenage mother, she lifted herself up from her hometown of Yuma, Arizona. Suzette worked her way up to an accomplished career in the Silicon Valley of Northern California. Despite her success, drive, and prosperity, Suzette found herself out of a job and living in her car, living in shelters and eventually, thankfully, living in the safety and support of supportive housing. Suzette fights for herself. She fights for others. She started a women’s group in Skid Row where she fed attendees using funds from her EBT. She leads rallies. She inspires with poetry. She speaks with strength to remind us that her story could be anyone’s story

# STAKEHOLDER INTERVIEWS 12PM INTERVIEWS

**City Hall East, 200 North Main Street ,LA CA 90012  
213-978-8368**

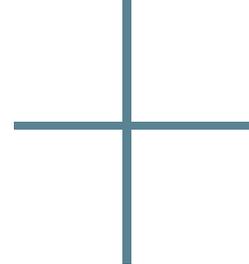
## Gita O' Neil

### Director of Homelessness Policies & Strategies | Los Angeles City Attorney

Assistant City Attorney Gita O'Neill has been with the Office of the Los Angeles City Attorney since 1999. She started doing criminal trials downtown and then was appointed to be one of the first Neighborhood Prosecutors in the innovative Neighborhood Prosecutor Program which placed a prosecutor in every police division in Los Angeles. She then transitioned the Civil Nuisance Abatement Program where she filed cases against problem property owners whose properties had gang, narcotics, nuisance and vice issues. Gita then was appointed to be the Supervising Attorney for the Neighborhood Prosecutor Program. She supervised the program as it tripled in size under the current City Attorney, Mike Feuer. Last year she was promoted again to be the first ever Director of Homeless Policies and Strategies for the City Attorney’s Office. Prior to working at the City Attorney’s office, she worked as an associate in the civil plaintiff’s firm, Girardi and Keese. Gita attended the University of Santa Clara Law School and completed her undergraduate studies at UC Irvine.

# STAKEHOLDER INTERVIEWS

## 12PM INTERVIEWS



**John Helyar**

Senior Manager | HOPICS

**5849 Crocker Street Los Angeles, CA 90003**

**323-342-4399**

John Helyar is the Senior Manager for Street-based Access and Engagement, overseeing Measure H funded homeless outreach services for South LA, Watts, Compton, Lynwood and Paramount. He is a licensed Marriage and Family Therapist, having worked with low-income and homeless individuals in South LA since 2011. He is currently in his first term on the Culver City Committee on Homelessness.

**Robert Buente**

CEO | 1010 Development Corps

**1001 S. Hope Street #1 Los Angeles, CA. 90015**

**213-749-0214**

Bob's commitment to building affordable housing and his broad experience in all aspects of development uniquely qualifies him to lead 1010. For more than 20 years, Bob has managed affordable housing development, financed affordable housing projects and consulted with other developers of affordable housing. As founder and managing partner of Trafford Associates LLC—a consulting and development company—Bob has worked extensively with the acquisition, construction, and development of affordable housing communities. Trafford was the project manager/co-general partner for planned affordable projects in Bakersfield, San Clemente, and Stanton

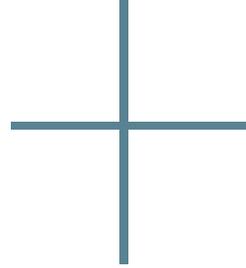
**Tanya Ortiz**

Project Manager | 1010 Development Corps

Tanya's relationship to public service is founded on the notion of paying it forward. She counseled at-risk youth through UCLA UniCamp, an organization of which she is a product, with programming focused on anti-bullying and increased literacy. In the office's inaugural year, she served as financial director under the transfer student representative, advocating for the institutionalization of programs catering to the diverse transfer student population. Through JusticeCorps, she helped low-income, self-represented litigants navigate the justice system. Tanya wishes to pursue a career in urban planning with the hope of affecting positive change in underserved communities through viable, conscious development.

# STAKEHOLDER INTERVIEWS

## 12PM INTERVIEWS



**Robert Newman**

**209 W. 5th Street Los Angeles, 90013  
213-488-1901**

Vice President | Downtown Neighborhood Council | Historic Core BID

Bob has developed his skill, energy, and expertise from his vast life and work experience combined with both formal and practical education of the hustle-bustle world. He has set the stage in applying the synchronicity of the same set of skills that has channeled successfully for two decades on one end of the spectrum in business to the other end and plugged them into the realm of Social Services. He is a current member of the Downtown Los Angeles Neighborhood Council.

**Meredith Berkson**

**The Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 493  
Los Angeles, CA. 90012  
310-774-1776**

LA County Initiative

Meredith serves as a consultant to the LA County Homeless Initiative. She has worked in homeless services on the non-profit side for over 8 years; first in the Tenderloin of San Francisco, at Glide Foundation, then at The People Concern Access Center, and finally at PATH. The Homeless Initiative brought Meredith on to provide her direct service experience to their policy work. She has been with the County for the last seven months.

**Sarah Tower**

**12:30PM**  
**412 S Raymond Ave, Pasadena, CA 91104  
626-345-4224**

Director of Adult Services | Union Station Homeless Services

Union Station Homeless Services is committed to helping homeless individuals and families rebuild their lives. We are the San Gabriel Valley's largest social service agency assisting homeless and very low-income adults and families. Since 1973, Union Station has helped rebuild the lives of thousands of people who were once homeless and without hope. The vision expressed four decades ago by the community volunteers who founded this agency still rings true today – every person deserves a life of dignity and a safe place to call home. With over 40 years of experience, we proudly offer a full continuum of nine programs throughout the San Gabriel Valley. Our services include street outreach, intake/assessment, care coordination and navigation, meals, shelter, housing, employment development, benefits enrollment, and referrals to medical and mental health services.

# STAKEHOLDER INTERVIEWS

## TPM INTERVIEWS

### Eric Hubbard

Director of Development and Strategic Partnerships | Jovenes Inc.

1208 Pleasant Ave Los Angeles, CA. 90033

323-260-8035

He is the Director of Development and Strategic Partnerships at Jovenes, Inc. That means he's responsible for all of the fundraising, grant writing, and communications that help the agency grow and work with different stakeholders. He began working at Jovenes in 2008, after graduating from Occidental College, to help serve young people in his generation. Since then, he's met so many resilient youth and has learned that homelessness is just an experience that these youth are going through- it does not define them and it should not limit their dreams. Over the last 10 years, Jovenes has grown from housing 20 youth in its shelters on any given night to over 120 youth in a wide range of short-term and permanent housing options. Eric is passionate about collaboration, organization building, and creating opportunities to improve the quality of life for all people in our shared community.

### Guadalupe Rebolledo

Short term Housing Program Manger | Jovenes Inc.

Ms. Rebolledo manages Jovenes' short-term housing program, which includes emergency shelter and transitional housing. She conducts our clinical assessment services in our housing programs, and supervises Jovenes' case management team. She evaluates the performance of the Case Managers and Resident Counselors for Emergency and Transitional Housing team and ensures the overall outcomes of the programs.

### Wade Trimmer

Executive Director of Homelessness | National Health Foundation

1032 W. 18t Street Los Angeles, CA. 90015

323-397-7897

Wade grew up in a home where his parents treated everyone with dignity and respect. It was common for his dad to stop for someone who was stranded or broken down on the side of the road. If his family met someone who was hungry, they'd take them out to dinner or have them over to their house. In short, his parents modeled radical hospitality. Their home was a place where everyone was welcome. Wade wants that same kind of hospitality for everyone. Hes believe that everyone deserves a place to call home and that everyone needs to be in a nurturing and supportive environment. There are tens of thousands of people in Los Angeles who don't have what I have. Wade is compelled and deeply resolved to do everything he can to enhance the lives of those who are often ignored and abandoned

### Christopher Chenet

Manager for Performance Management | LA Homeless Services Authority

811 Wilshire Blvd. 6th Flr,

Los Angeles, CA. 90033

213-225-8416

# PANELISTS BIOS

## Frank Romero-Crockett

### United Way

Frank serves as the Public Affairs Officer at United Way of Greater Los Angeles and serves a key role in the Everyone In campaign, a broad-based communication, engagement and organizing effort committed to ending homelessness across Los Angeles County. He draws from his diverse experience in community organizing, digital strategy, and storytelling to develop new approaches to building the public and political will necessary to approve supportive housing. Frank diverted from his original career path in education when he taught in the Middle East during 9/11 and focused more on building community power through popular education methods and social activism. Frank has an education degree from Biola University, is an alum of the Coro Executive Fellows Program and General Assembly in digital marketing.

## Beulah Ku

### Century Housing

Beulah Ku brings over 20 years of marketing and management experience to Century as the Assistant Vice President of Client Relations. Beulah focuses on identifying, assessing and developing new business opportunities. She is involved in strategic marketing and operations and works closely with Lending & Development. Prior to joining Century, she held various management positions in a diverse arena including architecture, media, and venture capital. She holds a Master of Business Administration in Marketing and an undergraduate degree in dietetics. She serves as a Board of Director of the Southern California Association of Non-Profit Housing Corporation (SCANPH) and served as a Board member of the Beverly Hills Women's Club. Beulah also co-owns Joss Cuisine in Beverly Hills, California and Le'Petit Biscuit in Pasadena, California.

## Jeffrey Proctor

### LAHSA

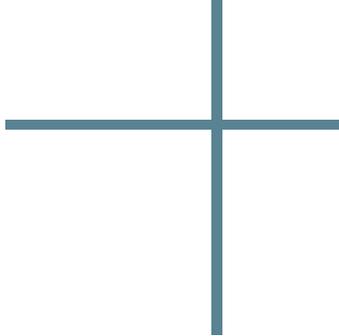
Jeff serves as the Manager of System Components at the Los Angeles Homeless Services Authority (LAHSA).

## Jake Jeong

### Koreatown Resident

Mr. Jeong obtained his Juris Doctorate at Loyola Law School with a focus on business law and civil litigation. While in law school, he worked as a Senior Articles Editor for Loyola International and Comparative Law Review. As the president of the Olympic Boosters Association supporting the Olympic Station of LAPD, he has been discussing the homeless issue with the officers, and since last May 2018, he has been more actively involved in the discussions about the issue with the City, the Council President Wesson and the experts for ending the homelessness.

# PANELISTS BIOS



## Molly Rysman

County Supervisor District 3 Sheila Kuehl

Molly Rysman works to create systems change and public policy that support solutions to homelessness and expands the supply of affordable housing in the 3rd district and throughout Los Angeles County. Prior to joining Supervisor Kuehl's office, Ms. Rysman served as the Los Angeles Director for CSH, community development finance institution dedicated to expanding housing solutions to reduce homelessness. As the Director for CSH's Los Angeles office, Ms. Rysman oversaw all of CSH's training, lending, technical assistance, and systems change work throughout Los Angeles County. Ms. Rysman also served as the External Affairs Director for the Skid Row Housing Trust, one of the largest permanent supportive housing developers in Los Angeles. She collaborated on efforts to serve the most vulnerable individuals experiencing chronic homelessness in Skid Row, including Project 50, the Skid Row Collaborative, and Downtown Pathway Home. Ms. Rysman has also been a stouthearted advocate for underserved communities in Los Angeles, including serving as a Legislative Deputy for Los Angeles City Council President Eric Garcetti, working for the Liberty Hill Foundation, and serving survivors of domestic violence at Haven Hills.

## Shane Phillips

Central City Association

Shane is the Director of Public Policy at the Central City Association. He is a planning professional with expertise in housing and transportation policy, and the intersection of the two.

# GLOSSARY

## **Affordable Housing**

Any type of housing, including rental/home ownership, permanent/temporary, for-profit/non-profit, that costs less than 30% of a household's pre-tax income.

## **Continuums of Care (CoCs)**

Defined by HUD, a concept involving a system that guides and tracks patients over time through a comprehensive array of health services spanning all levels and intensity of care.

## **Coordinated Entry System**

Facilitates the coordination and management of resources that comprise the crisis response system in the county.

## **Diversion**

A strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements. This can range from helping someone locate a family member or friend that can help to acting as a mediator in the current housing situation to develop a resolution that can allow the household to stay.

## **NIMBY (Not In My Backyard)**

When residents of a neighborhood designate a new development (e.g. shelter, affordable housing, group home) or change in occupancy of an existing development as inappropriate or unwanted for their local area.

## **Permanent Supportive Housing**

Affordable housing tied to supportive services, such as ongoing addiction or mental health treatment, case management and help with life skills.

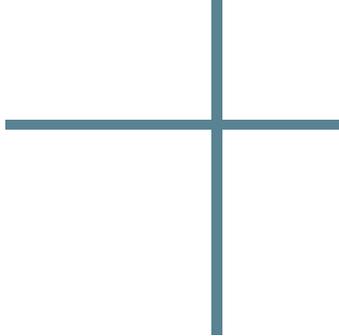
## **Rapid Re-housing**

Rapid re-housing rapidly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. The goal is to reduce the amount of time they experience homelessness, avoid a near-term return to homelessness, and link them to community resources that enable them to achieve housing stability in the long-term.

## **Safe haven**

A form of supportive housing that serves hard-to-reach homeless persons with severe mental illness who are on the street and have been unable or unwilling to participate in supportive services.

# GLOSSARY



## **Service Planning Area (SPA)**

A specific geographic region within Los Angeles County. Due to the large size of LA County (4,300 square miles), it has been divided into 8 geographic areas. These distinct regions allow the Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas.

## **Service Prioritization Decision Assistance Tool (SPDAT)**

An assessment tool for frontline workers at agencies that work with homeless clients to prioritize which of those clients should receive assistance first.

## **Transitional Age Youth (TAY)**

Young people between the ages of sixteen and twenty-four who are in transition from state custody or foster care and are at-risk. Once they turn 18 they can no longer receive assistance from the systems of care that previously provided for many of their needs.

## **Transitional Housing**

A supportive – yet temporary – type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision, support (for addictions and mental health, for instance), life skills, and in some cases, education and training.

## READING AND RESOURCES

### **California's Housing Crisis:**

<https://cal-housing-viz.herokuapp.com>

### **LAHSA 2018 Greater Los Angeles Homeless Count Presentation:**

<https://www.lahsa.org/documents?id=2059-2018-greater-los-angeles-homeless-count-presentation.pdf>

### **LA County Homeless Initiative Strategy to Combat Homelessness:**

<http://homeless.lacounty.gov/the-action-plan>

### **City of LA Comprehensive Homeless Strategy:**

[http://clkrep.lacity.org/onlinedocs/2015/15-1138-s1\\_misc\\_03-21-2016.pdf](http://clkrep.lacity.org/onlinedocs/2015/15-1138-s1_misc_03-21-2016.pdf)

### **City of LA Mayor's A Bridge Home:**

<https://www.lamayor.org/ABridgeHome>

### **United Way Housing Programs:**

<https://www.unitedwayla.org/en/our-work/housing>

### **South Park BID Blog:**

<https://medium.com/@southparkbid>

### **UCLA Study - Overcoming Opposition to New Housing:**

<https://www.lewis.ucla.edu/opposition-to-new-housing>

### **One of Us: Portraits and Personal Stories**

<https://www.museumofsocialjustice.org/one-of-us.html>

## NEXT STEPS

- Volunteer at a shelter or other homeless organization
- Donate to an organization that addresses homelessness
- Attend a public or community meeting on housing or homelessness
- Get involved in United Way's Everyone In campaign: <http://everyoneinla.org>
- Watch the film *The Advocates*
- Follow the progress of the LA City and County housing and homelessness initiatives:
  - <https://www.lamayor.org/HomelessnessTrackingHHH>
  - <http://homeless.lacounty.gov/dashboards>
  - <http://everyoneinla.org/supportive-housing-tracker>

## ANNOUNCEMENTS

- Please complete the Post-Issue Day Survey by COB Friday, January 25th
- Address for Further Reflections: Imperial Western Beer Company, Historic Union Station, 800 N. Alameda St
- Next Cohort Date: Friday, February 15th | Criminal Justice & Public Safety

## ACKNOWLEDGEMENTS

- The Social Justice Museum for sharing their space with us, and photographer, David Blumenkrantz, for the inspirational exhibition.
- All of our speakers, interviewees, stakeholders, and panelists who took time out of their very busy lives to speak with us.
- Our alumni advisor, Beulah Ku.
- Coro Lead LA cohort colleague Alison Korte, for her assistance in navigating the issue and opening up her extensive network to us.
- Jenny Vazquez-Newsum for her support and feedback along the way.

# MEET OUR TEAM



**Elissa K. Konove**



**Farah Noor**



**Janine Lim**



**Jeremie Loncka**



**Jon Switalski**



**Rosario Rico**



# CRIMINAL JUSTICE AND PUBLIC SAFETY

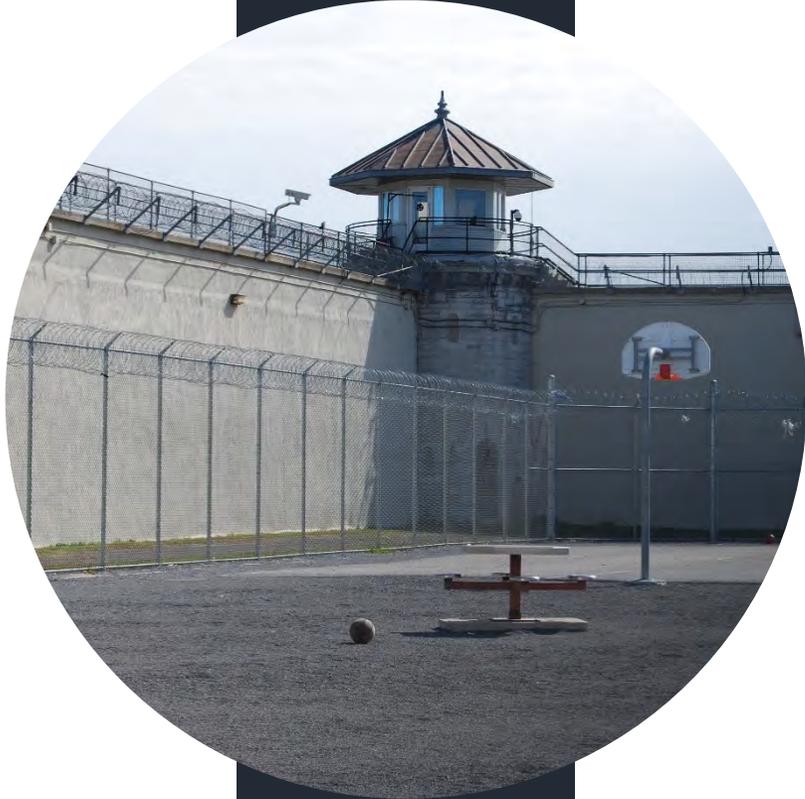
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# 2019

# **CRIMINAL JUSTICE AND PUBLIC SAFETY ISSUE DAY**

February 15, 2019

[EXPLORE](#)



# Table of Contents

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- » Media
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# THE Basics

## Jail

Places that confine persons accused of crimes and awaiting trial or convicted of a crime. Jails exist on the local and county levels. Mainly pre-conviction and a relatively short amount of time.

## Prison

Prisons exist at the state and federal levels. The Federal Bureau of Prisons aims to ensure the physical safety of all inmates through a controlled environment that meets each inmate's need for security. Mainly post-conviction and a relatively long period of time.

## Los Angeles Sheriff's Department

Los Angeles Jails are overseen by the Los Angeles Sheriff's Department. The Department is divided into four main operations. Within the main operations of Custody Operations, Patrol Operations, Countywide Services and Administrative & Professional Standards, there are additional subgroups of thirteen divisions, each headed by a Division Chief. From within these divisions are bureaus and specialized units that provide specific services to the county, the county residents, and other county, state and federal agencies.

# LASD Mission

---

- To enforce the law fairly and within constitutional authority;
- To be proactive in our approach to crime prevention;
- To enhance public trust through accountability;
- To maintain a constitutionally sound and rehabilitative approach to incarceration;
- To provide a safe and secure court system;
- To maintain peace and order; and
- To work in partnership with the communities we serve to ensure the highest possible quality of life



**17,042**

Daily average number of men and women in LA County Jails

**49% LatinX**  
**30% Black**  
**17% White**

**57% Between the ages of 18-35**



**Budget**

LA County Final Adopted Budget  
**\$32.799 Billion**

2017, LA County Sheriff's Department Budget:  
**\$3.32 billion**



**\$798 million (or ~24%)** spent on the jail system.

- \$671 million for payroll and benefits;
- \$123 million for services and supplies;
- \$3.1 million for property items and equipment



# California State Prison, Los Angeles

There is only one state prison located in Los Angeles - California State Prison, Los Angeles County.

Opened in 1993, CSP Los Angeles is an all male, minimum to maximum security prison located in Lancaster, CA. The capacity of the prison is 2,300 but is often operating over capacity.

## California State Prisons

Table 1. Incarceration rates per 100,000 by race

STATE	WHITE	BLACK	LATINX
California	201	1767	385

In addition there are 2 federal prisons located in Los Angeles County



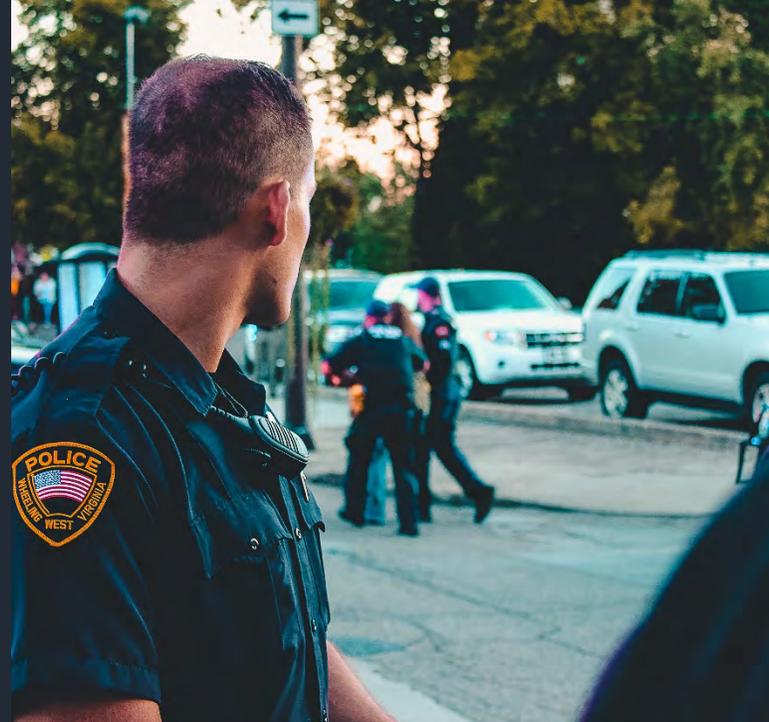
## METROPOLITAN DETENTION CENTER

Metropolitan Detention Center, Los Angeles - Located in downtown Los Angeles, California it holds male and female inmates prior to and during court proceedings, as well as inmates serving short sentences. Its capacity is 719 total inmates.



## FEDERAL CORRECTIONAL INSTITUTION

Federal Correctional Institution, Terminal Island - a low-security United States federal prison for male inmates in California originally operated by the US Navy. The current population is 1,146 total inmates.



# Definitions

## Public Safety

Public Safety refers to the welfare and protection of the general public. It is usually expressed as a governmental responsibility. The primary goal is prevention and protection of the public from dangers affecting safety such as crimes or disasters. In many cases, the public safety division will be comprised of individuals from other organizations including police, emergency medical services, fire force, etc.

## Criminal Justice

Criminal justice is a broad term covering topics such as the procedure by which criminal conduct is investigated, evidence gathered, arrests made, charges brought, defenses raised, trials conducted, sentences rendered, and punishment carried out

# What is the purpose of incarceration in building a safer, more equitable, Los Angeles?

## Civic Challenge

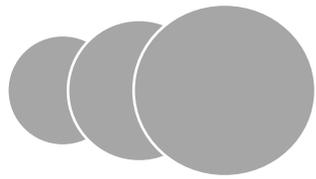


### GUIDING QUESTIONS:

What do we owe members of our community who are, have been, or are at the risk of being incarcerated? What do we owe victims of crime?

### FOCUSING QUESTIONS:

1. How are people's human rights taken away and restored throughout the cycle of incarceration, and for what purpose?
2. How are the systems of incarceration financed, and who has the ability to decide how money is generated and used for this purpose?
3. How does your proximity to crime, law enforcement, or incarcerated individuals influence your views on the role of incarceration in creating a safe and equitable Los Angeles?
4. How does the county impact recidivism through services and support to released individuals, and what role do diversion and reentry programs play in maintaining public safety?
5. What changes would different stakeholders make to the systems of incarceration, and for what purpose?



**Influence ->**

# Stakeholder Map

## Stakeholder in LA county jails

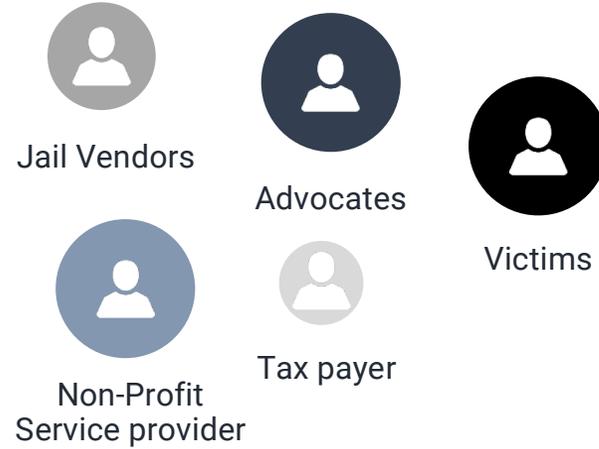


**Interest ->**

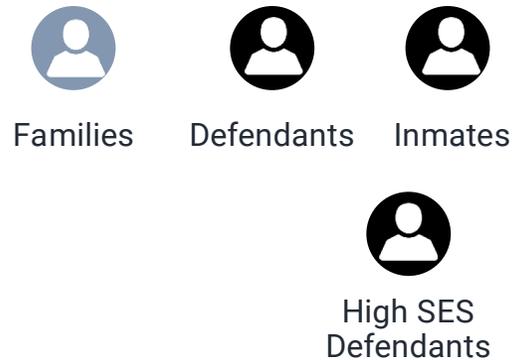
### Law Enforcement



### Others



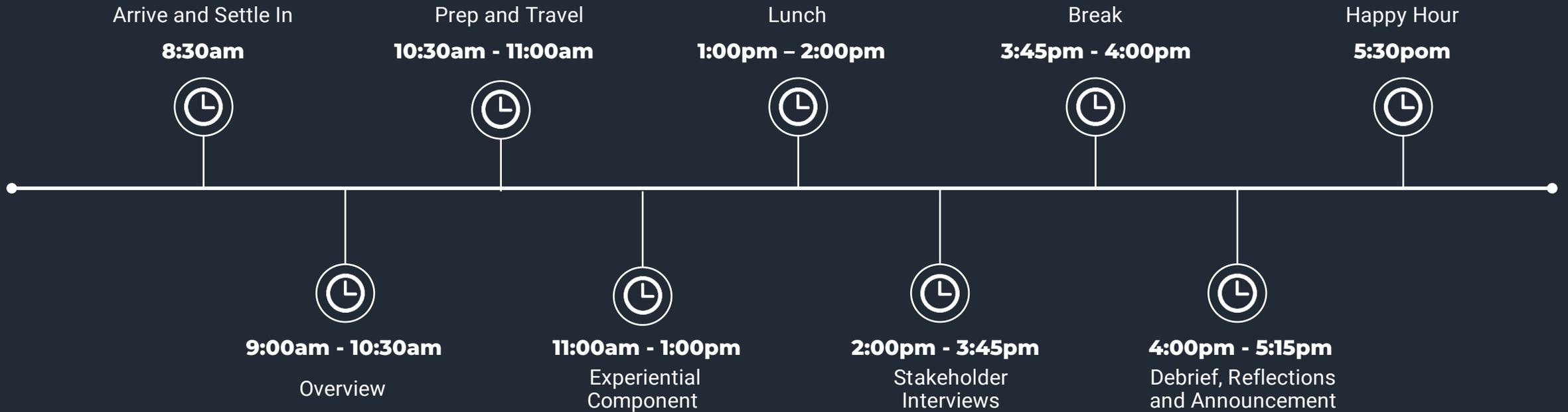
### Incarcerated People & their Community



### Others/ Government



# The Day



# Lunch

We want you to truly appreciate your lunch today. Thus, we have prepared some questions below about food and incarceration. Bon appetit!

## Food and incarceration

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**1. True or False: Prisons in states like Illinois and Ohio serve brunch on Sunday?**

**2. Is this quote from the Yelp Page of a McDonald's or LA County Jail:**

“The chicken sandwiches are very good and the drinks are kinda good if you mix them.”

**3. What is the typical lunch for Trustees at the Men’s County Jail**

- a. Bologna Sandwiches
- b. Meat Slop
- c. Enchiladas

**5. How many meals did Aramark serve in correctional facilities in 2018?**

- a. 1.3 million
- b. 74 million
- c. 210 million meals
- d. 380 million meals

## Food and incarceration

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**4. Aramark, the leading provider of prison food service, has a program called FreshFavorites®. What is FreshFavorites?**

a. In an effort to improve morale, officers can provide the opportunity for well-behaved offenders to purchase meals like pizza and cheeseburgers, and healthy items with less than 500 calories like Buffalo Chicken Ciabatta

b. Teaches offenders the fundamentals of working in a food service environment, giving them skills and experience that can be leveraged to re-enter the workforce. The full program comprises three modules: Kitchen Basics, Retail Basics, and ServSafe®.

c. Utilize the space and the sun in the prison yard and bring the urban gardening trend to your facility. This program helps ground prisoners in the earth and the program helps to offset the costs for more expensive herbs like basil.

**Answers:**  
(1) True. As a money-saving effort, states are merging breakfast and lunch and opting for brunch. LA County jail serves 3 meals a day. (2) LA County, yes it has a Yelp page (3) C.Enchiladas. (4) a (5) d

# Locations

## Twin Towers Correctional Facility

The Twin Towers Correctional Facility, also referred to in the media as Twin Towers Jail, is a complex erected in Los Angeles, California. It is the nation's largest mental health facility. The facility is located at 450 Bauchet Street, in Los Angeles, California and is operated by the Los Angeles County Sheriff's Department. The facility consists of two towers, a medical services building, and the Los Angeles County Medical Center Jail Ward. The 1.5 million square foot complex was opened in 1997, though it remained empty for a period prior to opening because of lack of operating funds. During that time, the deputy sheriffs had to prevent people from breaking in. It was authorized and constructed after the Northridge Earthquake damaged the historic Hall of Justice at 210 West Temple Street in Los Angeles. Security at the facility centers on a panoptic design that allows deputies and officers in a central control room to look through secure optical material to see into all areas of the facility.



# Locations

## Homeboy Industries

Homeboy Industries provides hope, training, and support to formerly gang-involved and previously incarcerated men and women allowing them to redirect their lives and become contributing members of our community. Each year over 10,000 former gang members from across Los Angeles come through Homeboy Industries' doors in an effort to make a positive change. They are welcomed into a community of mutual kinship, love, and a wide variety of services ranging from tattoo removal to anger management and parenting classes. Full-time employment is offered for more than 200 men and women at a time through an 18-month program that helps them re-identify who they are in the world, offers job training so they can move on from Homeboy Industries and become contributing members of the community - knowing they count!



# Locations

## LA Superior Court

### Clara Shortridge Foltz Criminal Justice Center

The Clara Shortridge Foltz Criminal Justice Center (formerly known as the Criminal Courts Building) is the county courthouse in downtown Los Angeles, California, United States. Originally known as the Criminal Courts Building, in 2002 it was renamed the Clara Shortridge Foltz Criminal Justice Center, after Clara S. Foltz, the first female lawyer on the west coast of the United States, and also the first person to propose the creation of a public defender's office. The building houses the main offices of the Los Angeles County Public Defender. High profile trials are held on the Ninth Floor of the building, with a secondary screening area in addition to the main screening at the ground floor level



# The “Whos”



**Aziz Antoine Brown**

**RE:STORE JUSTICE  
INTERN**

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Antoine Aziz Brown was commuted by Governor Brown (with the legal help of Kate Chatfield) after spending 20 years incarcerated. Now, he’s readjusting to life on the outside, spending his freedom working with Re:store Justice in LA and preparing for a big move into a new home.



**Andrew Glazier**

**PRESIDENT & CEO,  
DEFY VENTURES**

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Andrew Glazier is the President and CEO of Defy Ventures, Inc, a entrepreneurship and career readiness program supporting currently and formerly incarcerated adults operating in six states. He joined the organization in May 2017, serving initially as the first Executive Director for the Southern California Chapter, then as the Chief Program Officer for the national organization. In April of 2018, he was named Defy’s President and CEO. Prior to joining Defy, Andrew served as the Senior Managing Director at City Year Los Angeles. Andrew received his Bachelor’s in International Relations from Pomona College, his MBA from the UCLA Anderson School of Management, and is an alumni of the Coro Fellows Program in Los Angeles.



**Lt. Roel Garcia**

**LOS ANGELES SHERIFF’S  
DEPARTMENT**

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Proclaimed, “Right-hand-man” to Sheriff Villanueva. Has deep understanding of the Los Angeles Sheriff’s Department. Native Angeleno.



## **Rebecca Weiker**

**PROGRAM DIRECTOR,  
RE:STORE JUSTICE**

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Rebecca is dedicated to creating opportunities for transformation and healing for everyone impacted by violence. Her work in Restorative Justice is rooted in her longstanding commitment to addressing disparities that impact the health and well being of men, women, and children in communities of color. Rebecca's work is grounded as well in her personal history; her beloved sister Wendy was murdered in 1992. Rebecca received her Master's Degree in Public Health Policy from the University of Michigan School of Public Health. She is a certified mediator and Victim Offender Dialogue Facilitator, and is a student of the practices Mindfulness and Mindful Self-Compassion. Rebecca is a certified parent educator through The Center for Nonviolent Education and Parenting. Today, Rebecca is the Program Director of Re:store Justice, where she leads our transformative justice work with victims and incarcerated individuals, both inside prisons and in the community



## **Honorable Judge Sam Ohta**

**SUPERVISING JUDGE,  
LOS ANGELES SUPERIOR  
COURT**

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Sam Ohta is a Supervising Judge of the Criminal Division of the Los Angeles Superior Court. Within this division, he leads the Court's 281 judicial officers, sets policies and procedures, and oversees personnel matters. He also serves as the Court's representative with justice partners. He was also deputy district attorney for the Los Angeles County district attorney's office. Previously, he served in the Los Angeles City attorney's office from 1991 to 1994, and before that was in private practice. Judge Ohta is a member of the Japanese-American Bar Assn., the Asian-Pacific City Attorneys Assn., the National Asian-Pacific American Bar Assn. and the Los Angeles County Bar Assn. Judge Ohta earned a bachelor's degree in history from UC Santa Barbara and a juris doctorate from Loyola Law School.



## **Arturo Martinez**

**DEPUTY CHIEF, SAFE NEIGHBORHOODS  
AND GANG DIVISION, LOS ANGELES  
CITY ATTORNEY'S OFFICE**

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Arturo Martinez, a graduate of Pepperdine University School of Law. He serves as Deputy Chief of the Safe Neighborhoods and Gang Division for the Los Angeles City Attorney's Office. Mr. Martinez co-developed the Gang Injunction Removal Petition Program and the Gang Alternative Sentencing Program. The Safe Neighborhoods and Gang Division is comprised by the Anti-Sex and Labor Trafficking Section, Citywide Nuisance Abatement Program, Gang and Gun Prosecution Section, Gun Violence Prevention Program, Marijuana Enforcement Unit, Neighborhood Prosecutor Program, and Neighborhood School Safety Program. Mr. Martinez is a past president of the Latino City Attorneys Association. Mr. Martinez sits as a board member and is involved in several local community and non-profit organizations.

# Glossary

## Retributivism

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Retributivism is a theory of justice that holds that the best response to a crime is a punishment proportional to the offense, inflicted because the offender deserves the punishment. Prevention of future crimes (deterrence) or rehabilitation of the offender are not considered in determining such punishments.

## Utilitarianism

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The utilitarian theory of punishment seeks to punish offenders to discourage, or "deter," future wrongdoing. In other words, punishment should not be unlimited.

## Restorative Justice

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A system of criminal justice which focuses on the rehabilitation of offenders through reconciliation with victims and the community at large.

## Infraction

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An infraction is governed primarily by state laws, which vary by state, but is typically not considered to be a criminal offense. Rather than being subject to a jail term upon conviction, a fine is typically imposed on those found guilty of an infraction. An infraction is neither a crime nor an offense as defined in the penal code.

## Misdemeanor

---

A misdemeanor is an offense for which a sentence to a term of imprisonment not in excess of one year may be imposed. A misdemeanor is less serious than a felony and is punishable by fine or imprisonment in a city or county jail rather than in a prison.

# Glossary

## Felony

---

In general, a felony is an offense for which a sentence to a term of imprisonment in excess of one year is authorized. Felonies are serious crimes, such as murder, rape, or burglary, punishable by a harsher sentence than that given for a misdemeanor. The sentence for a felonious crime under state law will be served in a state prison, since a year or less can be served in county jail.

## Diversion

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In the context of criminal law, diversion refers to diverting a defendant out of the criminal justice system by having them complete a diversion program rather than be incarcerated or serve another alternative sentence. Criminal charges are typically dropped when a defendant successfully completes a diversion program.

## Recidivism

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Recidivism is a tendency to lapse into a previous pattern of behavior, especially a pattern of criminal habits. Many courts are now utilizing drug and alcohol treatment programs to reduce the recidivism rate of offenders who commit drug or alcohol related crimes. Recidivism is often used to identify the success of a specific institutional program.

# Policies

## AB 109

---

In 2011, California voters passed Assembly Bill 109 (AB 109), known as "realignment." **Realignment** describes a process of significant change in the California criminal justice system. Realignment transfers responsibility for supervising certain kinds of felony offenders and state prison parolees from state prisons and state parole agents to county jails and probation officers.

## Prop 47

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Proposition 47, also known by its ballot title **Criminal Sentences. Misdemeanor Penalties**. Initiative Statute, was a referendum passed by California voters in 2014. The measure was also referred to by its supporters as the Safe Neighborhoods and Schools Act. It recategorized some nonviolent offenses as misdemeanors, rather than felonies, as they had previously been categorized.

## Prop 64

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Proposition 64, also known as the **California Marijuana Legalization Initiative**, was passed by California voters in 2016 and allowed adults aged 21 years or older to possess and use marijuana for recreational purposes. The measure also created two new taxes, one levied on cultivation and the other on retail price. Prop 64 was designed to allocate revenue from the taxes to be spent on drug research, treatment, and enforcement, health and safety grants addressing marijuana, youth programs, and preventing environmental damage resulting from illegal marijuana production.

## SB10

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Authorizes a change to California's pretrial release system from a money-based system to a risk-based release and detention system. SB 10 assumes that a person will be released on his or her own recognizance or supervised own recognizance with the least restrictive nonmonetary condition or combination of conditions that will reasonably assure public safety and the defendant's return to court.

# Policies

## Prop 36

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Proposition 36 was passed by California voters in 2012 and after years of debate, and altered the state's "**Three Strikes Law**" (originally passed in 1994) by imposing a life sentence only when the crime committed is a serious violent crime. Some offenders with two prior serious or violent felony convictions who are currently serving life sentences for many non-serious, non-violent felony convictions could be resentenced to shorter prison terms. Life sentences would remain for felons with a non-violent third strike if the prior convictions were for murder, rape, or the sexual abuse of children.

## Prop 184

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Violent Crime Control and Law Enforcement act 1994

## Realignment

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See AB 109 above.

## SB 1437

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Senate Bill 1437 was signed into law by Governor Brown on September 30, 2018. The Bill scales back prosecutors' ability to use the "felony murder rule" to charge accomplices to a homicide. It also allows inmates locked up for felony murder – estimated by proponents of the bill at between 400 and 800 – to apply for resentencing. Under the new law, a person can only be convicted of murder if he or she "was the actual killer" or "aided, abetted, counseled, commanded, induced, solicited, requested, or assisted the actual killer."

## Bail Reform

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See SB 10 above

## Proposition 57

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Proposition 57 was passed by California voters in 2016, increasing parole and good behavior opportunities for felons convicted of nonviolent crimes and allowing judges, not prosecutors, to decide whether to try certain juveniles as adults in court.

# Media



## Read

1. LAist, [They're Out Of Jail, But Will They Ever Finish Serving Their Time?](#), October 19, 2018
2. Wall Street Journal, [Trump Supports Changes to Criminal-Justice System.](#) November 14, 2018
3. Los Angeles Times, [L.A. County agrees to new policies to end the jail-to-skid row cycle for mentally ill people,](#) December 7, 2018
4. Los Angeles Times, [California transformed its justice system. But now crime is up, and critics want rollbacks,](#) December 20, 2018
5. Los Angeles Times, [Longtime plan to create \\$215-million L.A. County womens' jail now faces serious opposition,](#) January 8, 2019
6. Los Angeles Times, [Gov. Gavin Newsom wants to remove California Juvenile Justice Division from corrections officials' control,](#) January 22, 2019

## Watch

Prosecutors: Last Week Tonight with John Oliver (HBO)

## Research

1. California Budget & Policy Center, [State Corrections in the Wake of California's Criminal Justice Reforms: Much Progress, More Work to Do,](#) October 2018
2. County of Los Angeles, [County of Los Angeles 2018-2019 Adopted Budget,](#) December, 2019

# Follow Through

**Meet your District Attorney  
in California** - A Project of the ACLU

Volunteer: **Defy Ventures**

Volunteer: **Homeboy Industries**

## Get informed before you vote in 2020

A referendum to block a new state law overhauling California's bail system (SB 10) has qualified for the ballot in 2020. [Read more.](#)

The "Reducing Crime and Keeping California Safe Act of 2020" has also qualified for the ballot in 2020 and would reverse Proposition 57 - expanding the list of offenses deemed to be violent. [Read more.](#)

Research what judges are up for election.

# THANK YOU

Twin Towers Correctional Facility  
Homeboy Industries and Homegirl Cafe  
Clara Shortridge Foltz Superior Court of Los Angeles  
All of our illustrious speakers  
Our Alumni Supporter Andrew Glazier  
Coro Staff  
The California Endowment



**EDUCATION**

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**2019**

# COMPOSITION

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Exploring Education  
in Los Angeles

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Is LAUSD Making the Grade?

Issue Day Syllabus  
March 8, 2019

## **Table of Contents**

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## **Issue Day Topic**

Policies, systems, and practices that shape K-12 education in Los Angeles – with a particular emphasis on the Los Angeles Unified School District (LAUSD).

## **Civic Challenge**

What is LAUSD's responsibility to support learning outcomes for all of its students?

## **General Information & Historical Background**

The Los Angeles Unified School District (LAUSD) was established in 1961 following the merger of two separate districts: the Los Angeles City School District (est. 1853) and the Los Angeles City High School District (est. 1890). Today LAUSD is the largest public school system in California and second largest in the nation. LAUSD educates over 20% of all the children in the state. The boundaries of LAUSD spread over 720 square miles and include the City of LA as well as all or parts of 31 smaller municipalities and several unincorporated areas of Southern California.

LAUSD is governed by a seven-member Board of Education, which appoints a superintendent to manage daily operations. Board Members are elected by voters from the districts in which they serve. LAUSD is the 2nd largest employer in Los Angeles County boasting its own police force (with over 400 police officers) and other auxiliary services. To scale, LAUSD operates as many buses as the Los Angeles County Metropolitan Authority and serves about 500,000 meals a day, rivaling the output of local McDonalds' restaurants in Los Angeles. The total school district operating budget for 2017-2018 was \$7.52 billion.

Enrollment for all district schools is open to any student in the designated geographic parameters of the school. This policy has long led to informal segregation based upon race and socio-economic status. As a large bureaucracy, LAUSD has faced pressures and recommendations over the years to radically change its governance structure including breaking up or decentralizing in order to provide more resources and decision-making authority to local schools and communities. The current superintendent, Austin Buetner, is reportedly considering a new plan to decentralize the district into 32 regions.

In January 2019, United Teachers Los Angeles, the union for non-administrative staff of LAUSD, went on strike for the first time since 1989. The strike lasted six days, with a deal reached on January 22, 2019.

## Guiding Question

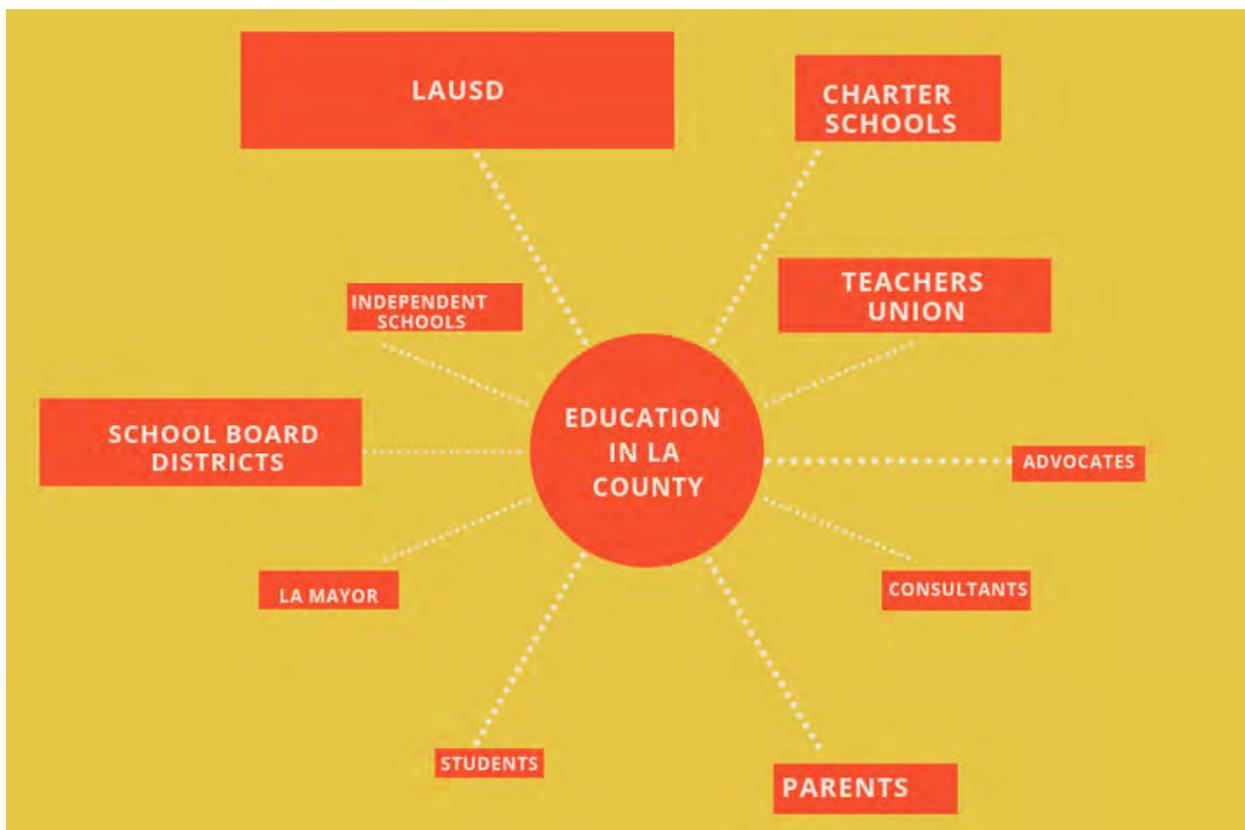
Is LAUSD setting students up for the best possible outcomes?

## Focusing Questions

1. Who benefits from LAUSD as it is currently structured? What is equitable (or not) about the system?
2. How does the structure of school funding affect outcomes for students?
3. How does the city's current educational system affect you?
4. What role do parents/families have in deciding where their child goes to school?

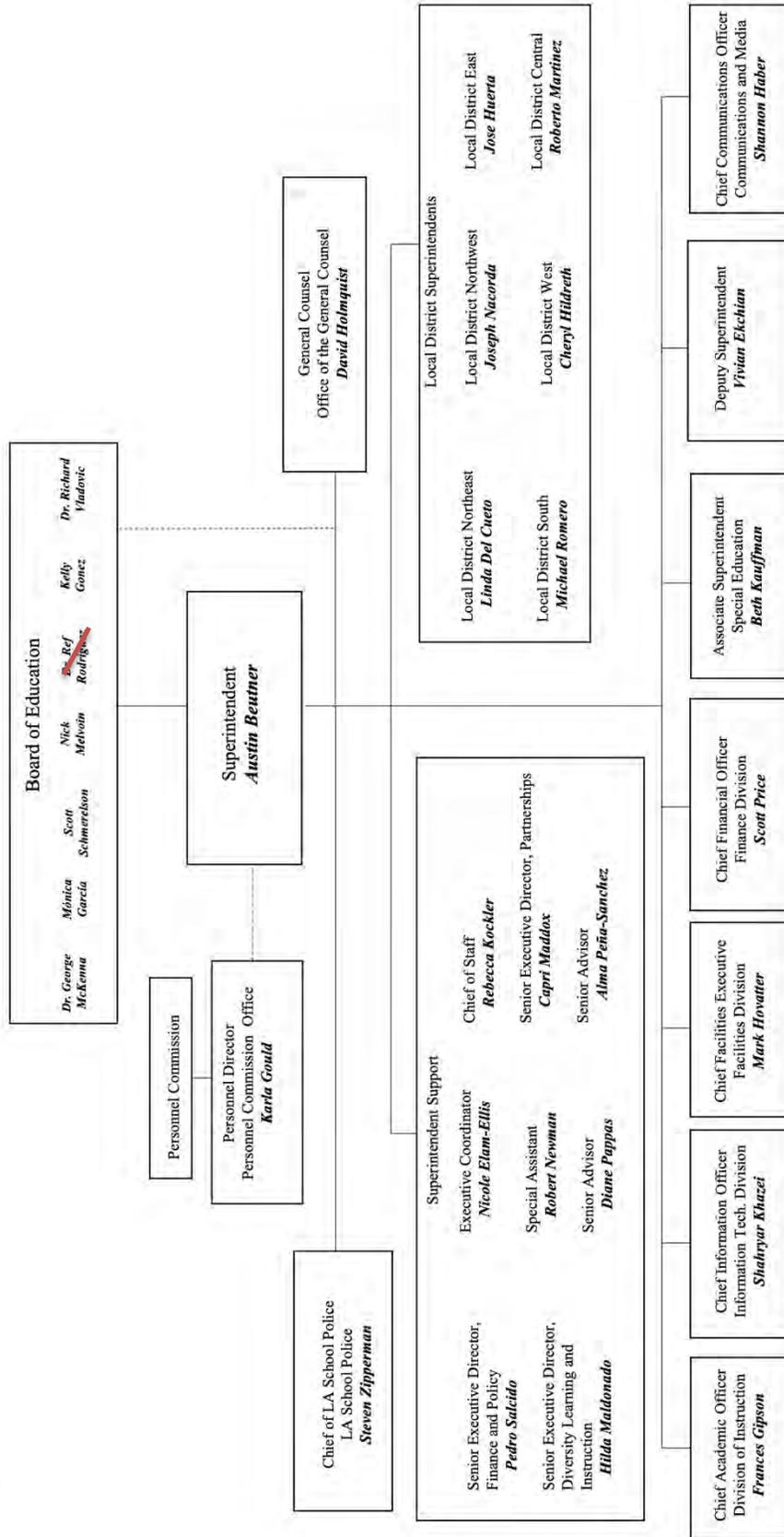
## Stakeholder Maps

Map 1: Power Matrix



# Map 2: LAUSD Organization Chart

## LOS ANGELES UNIFIED SCHOOL DISTRICT Organization Chart 2018-2019



## Learning Goals

1. Better understand how institutions and related policy decisions – historical and recent – impact the current education climate in Los Angeles.
2. Better understand how education is funded, what the resource gaps are, and how decisions are made.
3. Become more aware about how power and privilege in LA's education system impacts all Angelenos and the city as a whole, not just parents and students.
4. Understand the variety of education options families have within the LAUSD system, and the challenges and opportunities related to these options.

## Class Schedule

8:30-9:00am	Homeroom ( <i>arrive and settle in</i> )
9:00-10:00am	Assembly ( <i>introduction and student voices</i> )
10:00-11:10am	Morning Lesson ( <i>"in conversation with" special guests</i> )
11:10am-12:00pm	Field Trip Assignments and Travel Time
12:00-2:00pm	Field Trips and Lunch
2:00-2:30pm	Travel Back to Campus
2:30-3:30pm	Afternoon Lesson ( <i>school choice activities</i> )
3:30-3:45pm	Recess and Snack Time
3:45-4:30pm	Group Projects ( <i>field trip debrief and reflections</i> )
4:30-5:00pm	Performing Arts ( <i>student voices</i> )
5:00-5:30pm	Report Card ( <i>final reflections and cohort debrief</i> )
5:30pm	After Party! ( <i>Monty's, 1222 W. 7th Street</i> )

## **Skill Practice**

Capacity-building skills (Coro program outcomes) I intend to focus on today:

1. Inquiry
  - a. Ask specific questions to make informed decisions
  - b. Value and incorporate multiple perspectives
2. Political Awareness
  - a. Recognize how power and privilege influence public debate
  - b. Understand the landscape of LA government structure
3. Effectiveness in Groups
  - a. Exchange feedback with peers to expand self-awareness
  - b. Identify and strengthen capacity gaps when leading groups
  - c. Maintain my personal ecology to maximize potential

## **Field Trip Information: Selected Locations**

### **ACLU of Southern California**

1313 W. 8<sup>th</sup> St, #200, Los Angeles, CA 90017

The American Civil Liberties Union (ACLU) defends the fundamental rights outlined in the United States Constitution and the Bill of Rights. These include the right to freedom of speech and assembly, the right to religious freedom, due process of law, equality before the law, and the right to privacy. The ACLU also relies on state constitutional provisions and federal and state laws that further these and similar rights.

Today, the ACLU has affiliates in 50 states, Washington, D.C. and Puerto Rico. California is unique in that it has three affiliates: ACLU of Northern California, ACLU of Southern California and the ACLU of San Diego & Imperial Counties. Often, the three affiliates work in collaboration on statewide initiatives under the "ACLU of California." Generally, the ACLU of Southern California works on behalf of people in the Southern California region, namely in Los Angeles, Kern, Orange, Riverside, San Bernardino, San Luis Obispo, Santa Barbara, and Ventura Counties.

### **James A. Foshay Learning Center**

3751 South Harvard Blvd, Los Angeles, CA 90018

James A. Foshay Learning Center was originally established as James A. Foshay Junior High School in February 1925, in the Exposition Park area of Los Angeles. The school was named after James A. Foshay, who served as an LAUSD Superintendent in 1895. The location of the school at the corner of Exposition Boulevard and Harvard Ave was at the far

corner of a block which included a nursery at the time of its opening, and the surrounding community consisting mostly of small farms, orchards, and nurseries. Today, the Foshay community is challenged by the number of families with school-aged children that report a general household income that is lower than the federal poverty threshold.

Currently, Foshay Learning Center is organized by elementary and secondary schools. As of January 2018, there were 1,853 students in grades kindergarten to twelfth grade, with the high school serving a population of 732 students. The racial/ethnic composition for the school is 83.7% Hispanic, 15.11% Black, 0.32% White, and 0.32% Asian.

### **Rise Kohyang Middle School, A Bright Star School**

3020 Wilshire Blvd, Los Angeles, CA 90010

Bright Star's Rise Kohyang Middle School (RKMS) was founded by current principal Dr. Eliza Kim Ly in 2012. The school's curriculum is designed to develop young leaders who will rise to serve their community as they grow. The academic program features two-way immersion (Korean/English and Spanish/English) and emphasizes technology across all academic disciplines. Rise Ko Hyang is loosely translated as "uplifted, interconnected, and strong community ties." As the name says, RKMS seeks to develop students who embrace a spirit of community, a goal of service to others, and a desire for self-betterment through a college education.

Bright Star Schools operates public, tuition-free, non-denominational charter schools (chartered by the Los Angeles Unified School District) in some of the lowest-income, most underserved communities of Los Angeles.

### **Fremont Wellness Center and Community Garden**

7821 Avalon Blvd, Los Angeles, CA 90003

Fremont High School, located in inner-city South Los Angeles, has one of the poorest health rates in comparison to all of the LAUSD schools: 40% of their students are overweight or obese, 42% are physically unfit, and 1/3 of students are direct or indirect victims of violence. Fremont's surrounding neighborhoods not only have the highest rates of poverty in Los Angeles County but coronary heart disease, stroke, and homicide are prevalent and are the leading causes of death in the community.

To address these critical health and environmental disparities, two organizations partnered with LAUSD to develop the Fremont Wellness Center and Community Garden. The Los Angeles Neighborhood Land Trust (LANLT), a nonprofit whose mission is to grow healthier, safer, and stronger communities by creating green and recreational spaces in underserved neighborhoods, and the University Muslim Medical Association (UMMA), a nonprofit clinic that promotes the well-being of the underserved by providing access to quality healthcare to

all, partnered with LAUSD in this joint-use project to develop the space on the Fremont campus that had been underutilized for over 20 years. The new Wellness Center and Community Garden provides much needed healthcare services, food access, and green and safe spaces for the local community.

### **The City School**

5753 Rodeo Rd, Los Angeles, CA 90016

The City School is a public charter middle school currently serving 350 students in 6-8th grades. Admission is based on a lottery system. The school, founded in 2012, focuses on civic responsibility, communication, and problem-solving.

The City School is part of a network of charter schools known as City Charter Schools. The network's vision is to prove the power and impact of a truly collaborative public school organization. According to their website, this means that they create schools in which diverse stakeholders exercise self-determination, autonomy, and collective and personal responsibility to pursue the collective goal of a world-class education for all of their students:

- Students pursue their interests and engage in meaningful leadership and decision-making experiences, while excelling academically, and developing as critical thinkers, problem solvers, and strong communicators.
- Families have a voice in the school and are actively engaged in supporting its success.
- Faculty has the freedom and responsibility to develop a hands-on, standard-based curriculum that begins with student interests and prepares all students for success.
- School leaders are empowered as decision-makers to design a school that is right for the local community and the enrolled families.

The result is a family of schools in which diverse stakeholders feel ownership and connection to student outcomes, and remain actively engaged during and beyond their time with the community.

## **Bios**

### **Tanya Anton**

Public Education Consultant and Founder of Go Mama Guide

Tanya is the creator of Go Mama Guide and author of a series of guidebooks helping parents navigate the wide array of K-12 public school choices throughout greater Los Angeles. In addition to offering guidance to parents, Tanya has also become a resource to community stakeholders, schools, and administrators looking to drive public school revitalization. She is a parent and self-described activist for excellence in education.

### **Mónica García**

LAUSD Board Member, District 2

Board President Mónica García was elected to the Board of Education in June 2006, becoming the third Latina to serve on the Board in its 155-year history. She has served six years as Board President, a position to which she was elected by her fellow Board Members. Immediately prior to joining the Board of Education, Mónica served as Chief of Staff to a L.A. Unified Board Member. Previously, Mónica served as an Academic Advisor in South Los Angeles at Foshay Learning Center and Edison Middle School during her six-year tenure with Volunteers of America's Educational Talent Search Program. Through her work as a guidance counselor, she solidified her belief that when adults offer opportunities and support, every child can learn. Mónica was born and raised in East Los Angeles.

### **Briana Jimenez**

Program and Policy Development Specialist, LAUSD

Briana is responsible for providing support in the development, preparation, and execution of the District Unified Enrollment Strategic Plan. A native of Los Angeles, Briana graduated from UCLA with a degree in Sociology and earned her M.A. from Brown University in Urban Education Policy. She aims to bring information, resources, supports, and services closer to communities as a mechanism in preparing students to pursue, persist, and succeed at all levels of the educational pipeline.

### **Eliza Kim**

Founding Principle, Rise Kohyang Middle School  
Director of Instruction, Bright Star Schools

Eliza is a Los Angeles native who grew up in Koreatown (just a few blocks away from RKMS). After graduating from the University of Santa Cruz, Eliza returned to Los Angeles, working as a teacher with the Los Angeles Unified School District, the Beverly Hills Unified

School District, and the Culver City Unified School District before making her home at Bright Star Schools. At Bright Star, Eliza has been a science teacher, an Assistant Principal, and Principal of both Stella Middle Charter Academy and Bright Star Secondary Charter Academy. Eliza also holds the title of Director of Instruction for the entire Bright Star Schools organization.

### **Tori Kjer**

Executive Director, Los Angeles Neighborhood Land Trust

Tori Kjer is the Executive Director of the Los Angeles Neighborhood Land Trust, a nonprofit organization founded in 2002 to address Los Angeles' park inequities. LANLT focuses its efforts exclusively in communities of color that have little to no access to green space. Tori has been at the helm of the organization since January 2019. For the 10 years prior, Tori held several positions with the Trust for Public Land, including Program Director.

### **Megan Laird**

Youth and Garden Programs Manager, Los Angeles Neighborhood Land Trust

Megan Laird serves as the Youth and Garden Programs Manager for the Los Angeles Neighborhood Land Trust, a nonprofit organization that addresses social, racial and health equity through building parks and gardens within communities that lack green space across Greater Los Angeles. Within the organization, Megan oversees the South Los Angeles Fremont Wellness Center and Community Garden, where she manages and identifies strategic partnerships for various programs such as a member-led community garden, a bi-weekly free produce distribution and wellness fair, seasonal gardening-based events, and the Gardening Apprenticeship Program, an afterschool youth leadership program that engages high school students around food and environmental justice.

### **Victor Leung**

Deputy Litigation Director and Staff Attorney, ACLU

Victor first joined ACLU as a fellow and later returned as a staff attorney, focusing primarily on education, juvenile justice, and student rights issues. Victor's notable cases include *Community Coalition v. LAUSD*, which was a lawsuit to ensure that LAUSD provides the proper amount of funding and services to high-need students. Victor has also led campaigns, authored policy reports, and worked on legislation to increase supports for under-resourced students, ensure charter school accountability, and eliminate the school-to-police pipeline, among others. In 2018, Victor was named one of California Lawyer Magazine's Attorneys of the Year.

**Gloria Martinez**

Elementary Vice President, UTLA

Gloria is an officer on Board of Directors for United Teachers Los Angeles, the union for non-administrative staff of LAUSD. As a board member, she has been actively involved in numerous campaigns for UTLA, including gathering support for UTLA-endorsed candidates for the LAUSD school board, campaigns in support of special education compliance, campaigns against Prop 39 charter co-location, and campaigns informing parents about their rights regarding excessive standardized testing. Gloria is a National Board Certified Teacher in Special Needs, has been teaching for 16 years, and holds credentials in both general and special education.

**Candice McCray-Proctor**

Co-Principal, City Charter Schools

Candice has been an administrator at City Charter Schools for nearly 7 years, serving in a variety of roles including Dean of Curriculum and Assistant Principal. The City School is a public charter middle school currently serving 350 students in 6-8th grades. Prior to joining City Schools, Candice worked at several education organizations in Boston, including Breakthrough Greater Boston, a college access and teacher training program aimed at students with high potential but limited opportunities.

**Ana Graciela Nájera Mendoza**

Staff Attorney, ACLU

Ana Graciela Nájera Mendoza is a litigator and community organizer, currently serving as a member of ACLU's Education Equity Team. She has worked on impact litigation involving voting rights, First Amendment issues, education policy, and immigrants' rights. Before joining the ACLU in 2017, Ana was an associate at a private law firm specializing in social justice issues. Prior to law school, Ana was a youth organizer with Inner City Struggle, a community-based organization in the eastside of Los Angeles that promotes safe, healthy, and non-violent communities by focusing on educational justice.

**Monique Mitchell**

Poet and Head of Community Outreach, Get Lit

Monique is a poet, activist, performer, and educator who oversees community outreach efforts for Get Lit-Words Ignite, a nonprofit organization that uses poetry to increase literacy, empower youth, and inspire communities. A Los Angeles native, Monique has been involved with Get Lit since high school, where she was an LAUSD student and Get Lit Player in 2009 and 2010. (The Get Lit Players are an award-winning youth poetry troupe, and have

collaborated with the United Nations, the White House, and John Legend, among others.) After attending college in New York, Monique returned to LA and joined the staff of Get Lit, where she now teaches and mentors LAUSD students, in addition to continuing to perform original poetry.

### **Araceli Simeón**

Project Director, Parent Organization Network

Araceli Simeón has served as Project Director for five years and oversees all programmatic aspects of the Parent Organization Network (PON). Prior to PON, Araceli worked for a decade at the Mexican American Legal Defense and Educational Fund (MALDEF) directing its national Parent School Partnership (PSP) program that trains parents to become advocates for their children. She has also served as consultant for the Center for the Study of Social Policy, which is a contractor of First 5 LA to support its Best Start Program. Best Start is a place-based initiative in Los Angeles County to build supportive communities where children and families can thrive.

### **Vanessa A. Vazquez**

Program and Policy Development Specialist, LAUSD

Vanessa is a Program and Policy Development Specialist for LAUSD, where she works on the Unified Enrollment initiative for the district. Specifically, Vanessa supports school and families that are in Local District East. For the last 15 years, she has worked in the field of research and evaluation for various educational institutions, including UCLA's Center for Healthier Children, Families & Communities, UCLA CRESST, and Child 360. Vanessa considers herself to be a nose-to-tail researcher: someone who is not only trained but loves the entire evaluation process from developing an implementation plan, to collecting and analyzing data, and writing policy recommendations to help strengthen programs created to help improve lives.

### **Ziggy Walker**

Recent LAUSD Student

Ziggy is a community member who graduated from Hamilton High School in June 2018.

### **Vincent P. Womack**

Music Director, James A. Foshay Learning Center

Vincent P. Womack is Music Director at James A. Foshay Learning Center, a K-12 public school in south Los Angeles. This position followed a six-year tenure at Canoga Park High

School where he was director of instrumental and choral music. James recently initiated and oversaw the completion of a \$10 million theater renovation project at Foshay. James is also an adjunct professor of music education at The University of Southern California Thornton School of Music and former Assistant Director of the USC Trojan Marching Band.

### **Steve Zimmer**

Senior Advisor on Education Policy to Mayor Eric Garcetti and Former LAUSD Board Member

Since 2017, Steve Zimmer has served as the Mayor's senior education policy advisor. Prior to that he served on the Los Angeles Unified School District (LAUSD) Board of Education where he was first elected in 2009. Prior to that he worked for 17 years as a teacher and counselor at Marshall High School in Los Angeles. Steve began his career in 1992 as part of Teach For America, the national non-profit dedicated to educational equity. Access and equity for all students have remained his guiding principles. As a member of the LA school board, Steve authored the school board resolution in support of the Dream Act, among many other initiatives.

## **Glossary**

### **Charter School**

A publicly funded independent school. Charter schools are public schools, but they are not subject to the same laws and regulations that govern traditional public schools as a way to increase student achievement. Also known as "public schools of choice," since families choose them for their children, charter schools are accountable for academic results and for upholding the promises made in their charters. Born out of legislation that passed in 1992, California charter schools are given permission to operate by a school district, a county office of education, or the state department of education. They generally operate on 5-year terms. LAUSD currently has 216 independent charter schools.

### **Local Control Funding Formula (LCCF)**

Approved by the California Legislature and Governor Brown in June 2013, LCCF guides how the State of California funds school districts. LCCF aims to boost achievement of disadvantaged students by increasing funding to schools that have more students from low-income families, English language learners, and foster youth -- representing a shift away from the state funding school districts as a "one size fits most" approach.

### **Magnet School**

A magnet school is a themed school within LAUSD that is open to all students, regardless of neighborhood. Some are located within a larger campus, and some are free-standing campuses. Schools have different themes, including performing arts, science, and math, and those aimed at gifted students. LA's magnet program was created in 1977 as part of a court-ordered desegregation plan intended to increase racial equality in schools. LAUSD has 51

magnet schools and 203 K-12 magnet centers (on regular campuses). Admission into magnet schools is based on a points system, and in some cases, is as competitive as getting into Los Angeles area private schools.

### **Private School**

A private school is a school founded, conducted, and maintained by a private group rather than by the government, usually charging tuition and often following a particular philosophy or viewpoint.

### **Prop 13**

On June 6th, 1978, nearly two-thirds of California's voters passed Proposition 13, reducing property tax rates on homes, businesses, and farms by about 57%. Local property taxes were the main source of K-12 funding prior to Prop 13: on average, local property taxes made up 60% of school funding, with 30% coming from the state. Today, California's districts get about 60% of their funding from the state, with a little over 30% from local sources.

### **Prop 39**

A state law passed by California voters in 2000, Prop 39 requires school districts to make facilities (including both classroom and non-classroom spaces) available to public charter schools serving students who reside in the district.

### **Public School**

A school that is maintained at public expense for the education of the children of a community or district and that constitutes a part of a system of free public education.

### **Schools for Advanced Studies (SAS)**

SAS is a designation for K-12 schools that implement a Gifted and Talented Education (GATE) program. Currently there are 149 SAS sites located throughout LAUSD. (Independent charter schools, magnet programs, and Dual Language Education programs are not eligible for the SAS designation.) Applicants must reside within the boundaries of the Los Angeles Unified School District and meet specific eligibility requirements.

### **Span School**

A span school is a school that spans multiple levels (elementary and middle, middle and high, or elementary through high school).

### **United Teachers Los Angeles (UTLA)**

Union created in 1970 from more than a dozen organizations representing teachers and support service personnel. UTLA currently represents over 35,000 teachers. Historically, unions have long played an important role in the operation and governance of LA schools.

### **Title 1 School**

Title 1 is the largest federally funded educational program. The program provides supplemental funds to school districts to assist schools with the highest student concentrations of poverty to

meet school educational goals. A Title 1 school is a school receiving federal funds for Title 1 students. The basic principle of Title 1 is that schools with large concentrations of low-income students will receive supplemental funds to assist in meeting student's educational goals. The number of low-income students is determined by the number of students enrolled in the free and reduced lunch program.

## Next Steps

- Volunteer at your neighborhood school (you don't have to be a parent!)
- Attend an LAUSD school board meeting or watch the meeting via live stream: <https://boe.lausd.net/>
- Learn more about Get Lit-Words Ignite and the organization's curriculum: [www.getlit.org](http://www.getlit.org)
- Take action with the ACLU on one of their local initiatives: <https://www.aclusocal.org/en/act>
- Vote!

## Readings and Resources

### Articles

- Do Charter Schools Harm Traditional Public Schools? Gov. Newsom Wants to Find Out, *LA Times*, February 6, 2019: <https://www.latimes.com/local/education/la-me-edu-governor-launches-charter-school-review-20190206-story.html>
- L.A. School Board Asks Property Owners to Show Support with More Tax Money, *LA Times*, February 29, 2019: <https://www.latimes.com/local/education/la-me-edu-lausd-parcel-tax-20190228-story.html>
- L.A. School Board Approves Teachers' Contract Despite Financial Risks, *LA Times*, January 29, 2019: <https://www.latimes.com/local/education/la-me-edu-lausd-teachers-contract-vote-20190128-story.html>
- LA School Board Calls for Moratorium on New Local Charter Schools, *LA Times*, January 29, 2019: <https://www.latimes.com/local/education/la-me-edu-lausd-teachers-contract-vote-20190128-story.html>
- Why 30,000 LA teachers are ready to strike over huge class sizes, *The Washington Post*, January 10, 2019: [https://www.washingtonpost.com/education/2019/01/10/why-los-angeles-teachers-are-ready-strike-over-huge-class-sizes/?noredirect=on&utm\\_term=.b73f127af681](https://www.washingtonpost.com/education/2019/01/10/why-los-angeles-teachers-are-ready-strike-over-huge-class-sizes/?noredirect=on&utm_term=.b73f127af681)

### Extra Credit

- Report on economic mobility and education

- <http://www.cms.k12.nc.us/cmsdepartments/accountability/Pages/Breaking-The-Link.aspx>
- Bias in teaching and the impact on attainment
  - <https://www.americanbar.org/groups/litigation/committees/childrens-rights/articles/2017/fall2017-how-implicit-bias-impacts-our-children-in-education/>

## **Acknowledgments**

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We would like to extend our gratitude to the following people who helped make this Issue Day possible:

- Andrea Foggy-Paxton
- ACLU of Southern California
- Jenny Vazquez-Newsum
- All of our guest speakers and field trip hosts
- Fellow cohort members who were resources



**PUBLIC HEALTH AND  
SOCIAL SERVICES**

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**2019**

Name: \_\_\_\_\_



# A HARD PILL TO SWALLOW

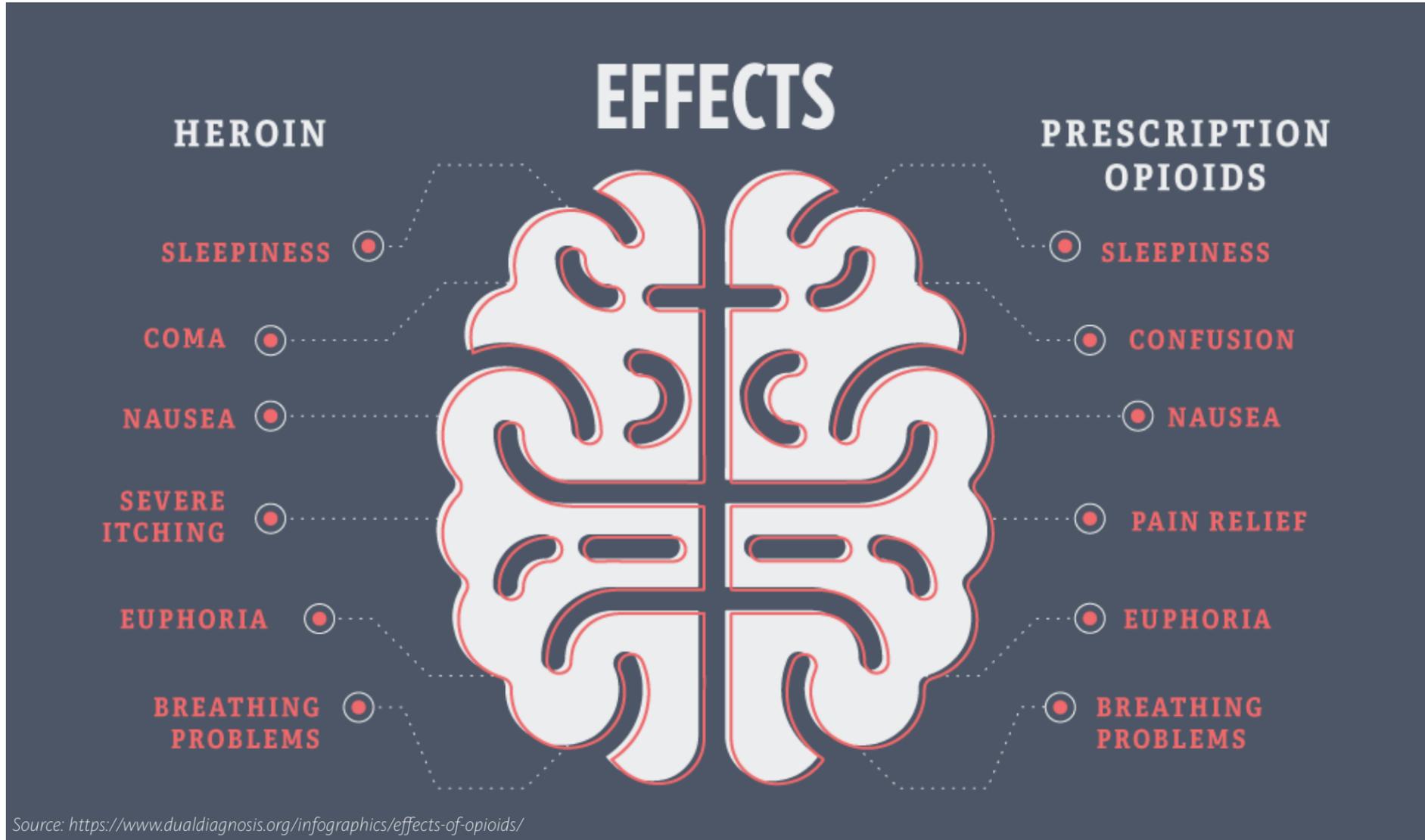


**“Anyone** who takes opioids is at risk of **developing addiction.**”

*-Mayo Clinic*

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- 8:30AM **Arrive** and settle in at Emerson College LA
- 9:00AM Author **Dani Fleischer** Reading and Q&A
- 9:30AM Welcome and **Overview**
- 10:15AM Travel to **Site Visits:**  
  - La Fuente Hollywood Treatment Center
  - Resolve Recovery
  - Triangle Square Senior Center/MDM
- 10:45AM **Check in** at Site Visits
- 11:00AM **Site tours** and conversations with on-site stakeholders
- 12:00PM **Group debrief** while walking to lunch
- 12:15PM **Lunch** On Your Own
- 1:15PM Walk to Montalbán Theatre
- 1:30PM **Panel** at The Montalbán Theatre
- 2:15PM Small Group **Interviews**
- 2:45PM Break and **Networking** with Panelists
- 3:00PM **Policy Impact** Exercise
- 3:30PM **Post-It** Clustering & Identify Themes
- 3:50PM **Share Out** and **What If** Exercise
- 4:30PM Individual **Reflection**/Break
- 4:45PM Group Debrief and **Issue Day Reflection**
- 5:10PM **Coro Reflection** and Next Steps
- 5:25PM **Announcements**
- 5:30PM End of Day & Walk to **Happy Hour** at Saint Felix

\*This day involves in-depth conversations about addiction and opioid abuse. If at any point you feel uncomfortable, please feel free to take the space you need.\*

CIVIC CHALLENGE:

What is the **government's responsibility** for minimizing **substance addiction** and abuse, equal **access** to treatment, and maximizing **treatment** effectiveness?

GUIDING QUESTION:

Should the approach to **preventing and treating** opioid addiction be **legislated and regulated**?

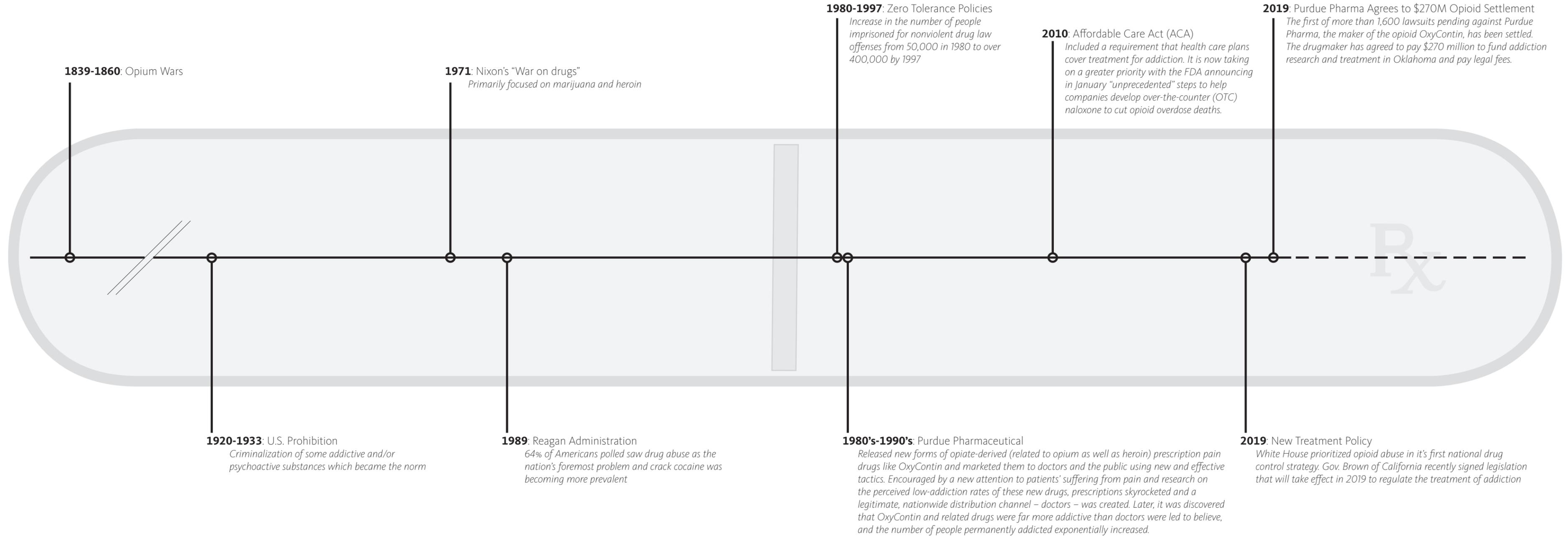
FOCUSING QUESTION:

How does the approach to the opioid crisis **compare** to other substance abuse issues?

Who **benefits financially** from the treatment of opioid abuse?

What is your own **personal experience** with opioid prescriptions, treatment facilities, people impacted by opioid abuse, and/or treating opioid abuse?

# TIMELINE OF THE OPIOID CRISIS





In Los Angeles in 2017  
**4,266,149** residents were  
 prescribed opioids.

Source: <https://www.sevendaysvt.com/vermont/madelyn-linsenmeir-1988-2018/Content?oid=21797604>

### THE OPIOID EPIDEMIC BY THE NUMBERS



**SOURCES**  
 1. 2017 National Survey on Drug Use and Health, Mortality in the United States, 2016  
 2. NCHS Data Brief No. 293, December 2017  
 3. NCHS, National Vital Statistics System. Estimates for 2017 and 2018 are based on provisional data.





## Obituary: **Madelyn Linsenmeir** **1988-2018**

Our beloved Madelyn Ellen Linsenmeir died on Sunday, October 7. While her death was unexpected, Madelyn suffered from drug addiction, and for years we feared her addiction would claim her life. We are grateful that when she died, she was safe and she was with her family.

Maddie was born on March 31, 1988, in Burlington, Vt., where she grew up and lived on and off throughout her adult life; she also spent time in Sarasota, Fla.; Keene, N.H.; and Boulder, Colo.

Madelyn was a born performer and had a singing voice so beautiful it would stop people on the street. Whether she was onstage in a musical or around the kitchen table with her family, when she shared her voice, she shared her light. She was a member of FolKids of Vermont, a dance and musical troupe that toured the world. Maddie visited Russia and Thailand with the group and, as part of their exchange program, hosted kids from other countries at home in Vermont. She loved to ski and snowboard, and she swam on the YMCA swim team, winning medals at the New England regionals.

When she was 16, she moved with her parents from Vermont to Florida to attend a performing arts high school. Soon after she tried OxyContin for the first time at a high school party, and so began a relationship with opiates that would dominate the rest of her life.

It is impossible to capture a person in an obituary, and especially someone whose adult life was largely defined by drug addiction. To some, Maddie was just a junkie — when they saw her addiction, they stopped seeing her. And what a loss for them. Because Maddie was hilarious, and warm, and fearless, and resilient. She could and would talk to anyone, and when you were in her company you wanted to stay. In a system that seems to have hardened itself against

addicts and is failing them every day, she befriended and delighted cops, social workers, public defenders and doctors, who advocated for and believed in her 'til the end. She was adored as a daughter, sister, niece, cousin, friend and mother, and being loved by Madelyn was a constantly astonishing gift.

Maddie loved her family and the world. But more than anyone else, she loved her son, Ayden, who was born in 2014. She transformed her life to mother him. Every afternoon in all kinds of weather, she would put him in a backpack and take him for a walk. She sang rather than spoke to him, filling his life with song. Like his mom, Ayden loves to swim; together they would spend hours in the lake or pool. And she so loved to snuggle him up, surrounding him with her love.

After having Ayden, Maddie tried harder and more relentlessly to stay sober than we have ever seen anyone try at anything. But she relapsed and ultimately lost custody of her son, a loss that was unbearable.

During the past two years especially, her disease brought her to places of incredible darkness, and this darkness compounded on itself, as each unspeakable thing that happened to her and each horrible thing she did in the name of her disease exponentially increased her pain and shame. For 12 days this summer, she was home, and for most of that time she was sober. For those 12 wonderful days, full of swimming and Disney movies and family dinners, we believed as we always did that she would overcome her disease and make the life for herself we knew she deserved. We believed this until the moment she took her last breath. But her addiction stalked her and stole her once again. Though we would have paid any ransom to have her back, any price in the world, this disease would not let her go until she was gone.

Maddie is survived by her son, Ayden; her parents, Maureen Linsenmeir and Mark Linsenmeir; her sister Kate O'Neill and Kate's partner, Marshall Fong; her sister Maura O'Neill and Maura's partner, Tim Painting; her aunts Beth Dow and Susan Dow and Beth's partner, Charlie Allison; her beloved cousin Sloan Collins; and many other aunts, uncles and cousins, including the Conants, Cahills and Camisas. She is predeceased by her grandparents, Madelyn and Roland Keenan, Mary Ellen and Herman Dow, and Reginald Linsenmeir.

Please join us for a memorial service honoring Maddie's life on Sunday, October 21, at 2 p.m., at the First Unitarian Universalist Society sanctuary at 152 Pearl Street in Burlington. In lieu of flowers, please consider donating to the Turning Point Center, a place where Maddie spent time and felt supported. Donations can be made via its website, [turningpointcentervt.org](http://turningpointcentervt.org).

If you yourself are struggling from addiction, know that every breath is a fresh start. Know that hundreds of thousands of families who have lost someone to this disease are praying and rooting for you. Know that we believe with all our hearts that you can and will make it. It is never too late.

If you are reading this with judgment, educate yourself about this disease, because that is what it is. It is not a choice or a weakness. And chances are very good that someone you know is struggling with it, and that person needs and deserves your empathy and support.

If you work in one of the many institutions through which addicts often pass — rehabs, hospitals, jails, courts — and treat them with the compassion and respect they deserve, thank you. If instead you see a junkie or thief or liar in front of you rather than a human being in need of help, consider a new profession.

We take comfort in knowing that Maddie is surrounded by light, free from the struggle that haunted her. We would have given anything for her to experience that freedom in this lifetime. Our grief over losing her is infinite. And now so is she.

Source: <https://www.sevendaysvt.com/vermont/madelyn-linsenmeir-1988-2018/Content?oid=21797604>

## Curbing Painkiller Prescriptions

In an effort to reduce fraud, **AB 2789** will require doctors to write electronic prescriptions starting in 2022. Supporters argue this will make it easier for doctors to record prescriptions in the state's CURES opioid database. Some physician groups say that the electronic system is too costly for doctors with small practices.

**AB 1753** authorizes the Department of Justice to reduce the number of printer vendors making prescription pads and requires pads be marked with a serialized number starting this year. It's part of a wider effort to standardize and label all prescription pads, which could help law enforcement track down lost, stolen and counterfeit prescription pads.

There's currently a mismatch between California's controlled substance schedules and the federal government's. **AB 2783** aims to fix it by reclassifying some drugs as Schedule II controlled substances.

**SB 1109** aims to better educate doctors about opioid addiction risk. Physicians and surgeons are already required to take continuing education courses on pain management. Starting in 2019, the course must also address the risks of addiction associated with the use of Schedule II drugs. The law makes a similar change to mandatory courses for dentists, nurses, osteopathic physicians and physician assistants.

Also on the topic of education, **AB 2487** authorizes physicians and surgeons to complete a one-time continuing education course on opiate-dependent patient treatment and management, instead of the mandatory continuing education course on pain management.

## Expanding Treatment

Starting July 2020, **AB 349** requires the Department of Health Care Services to adopt new regulations and update reimbursement rates for the Drug Medi-Cal Treatment Program

## Naloxone Access

**AB 2256** is designed to make it easier for pharmacists to give naloxone, an overdose antidote, to law enforcement officers who have completed special training. An individual pharmacist can already give the drug to a law enforcement officer, but wholesalers cannot. If law enforcement agencies want to acquire large amounts of naloxone, they must go through a local health department. Police departments and other agencies argue this process makes it unnecessarily difficult to get the life-saving drug. The U.S. Surgeon General said earlier this year that all people at risk for overdose, and community members who interact with them, should know how to use naloxone and keep it within reach at all times.

Patients at high-risk of overdose should have wider access to naloxone in doctor's offices this year under **AB 2760**. The law requires doctors prescribing opioids to also offer patients for the overdose antidote, and educate patients and their loved ones on how to use it.

## Strengthening the Opioid Database

Right now, patients can get an opioid prescription in California and then go get another in Nevada without anyone knowing they've double-dipped. **AB 1751** authorizes the Department of Justice to share opioid prescriptions entered into California's **CURES database** across state lines. The department must adopt regulations for interstate data sharing by July 2020.

**AB 2086** allows doctors to review how many patients they are listed as the prescriber for in CURES. This could help doctors identify fraudulent prescriptions.

## Regulating Rehab

The Department of Health Care Services will be required to adopt the American Society of Addiction Medicine treatment criteria, or a similar standard, as the minimum standard of care for licensed adult alcohol and drug abuse recovery facilities when **SB 823** takes full effect in January 2023. The law's author, Democratic Sen. Jerry Hill, said in a statement that the law will help crack down on facilities that currently use "widely divergent methods of treatment" and often lack evidence-based standards of care.

And **SB 992** tightens licensing criteria for these facilities and requires them to disclose more information to the department.

## Safely Storing and Dumping Drugs

As it stands, counties run their own drug take-back programs and pay to safely dispose of opioids and other prescription medications. **SB 212** will now require drug-makers to take on that burden by building collection sites and paying for disposal. CalRecycle must adopt regulations to enforce the law by January 2021.

And **AB 2859** could help people keep opioids away from children by requiring community pharmacies that dispense opioids to display safe storage products on the premises.

*Excerpt from Sammy Caiola's "Here Are California's New Laws To Address The State's Opioid Crisis", published January 16, 2019 on Capitol Public Radio*

# HOW OPIOIDS BLOCK PAIN

## PRESCRIPTION OPIOIDS



They influence the release of chemicals from the “**brain’s internal reward system**” that can calm your emotions and give you a **sense of pleasure**.



They slow down **automatic functions**, including **breathing** and **heart rate**, which can lower your pain.



They **slow or reduce** pain signals before they get to the **brain**, where you **feel them**.

## THEY CAN ALSO MAKE YOU:



- Nauseated.



- Tired & Sleepy.



- Constipated.

## TAKEN OVER TIME:



- **Tolerance:** Your body can get used to them, and you need more.



- **Withdrawal:** You can get very sick if you suddenly stop taking them.



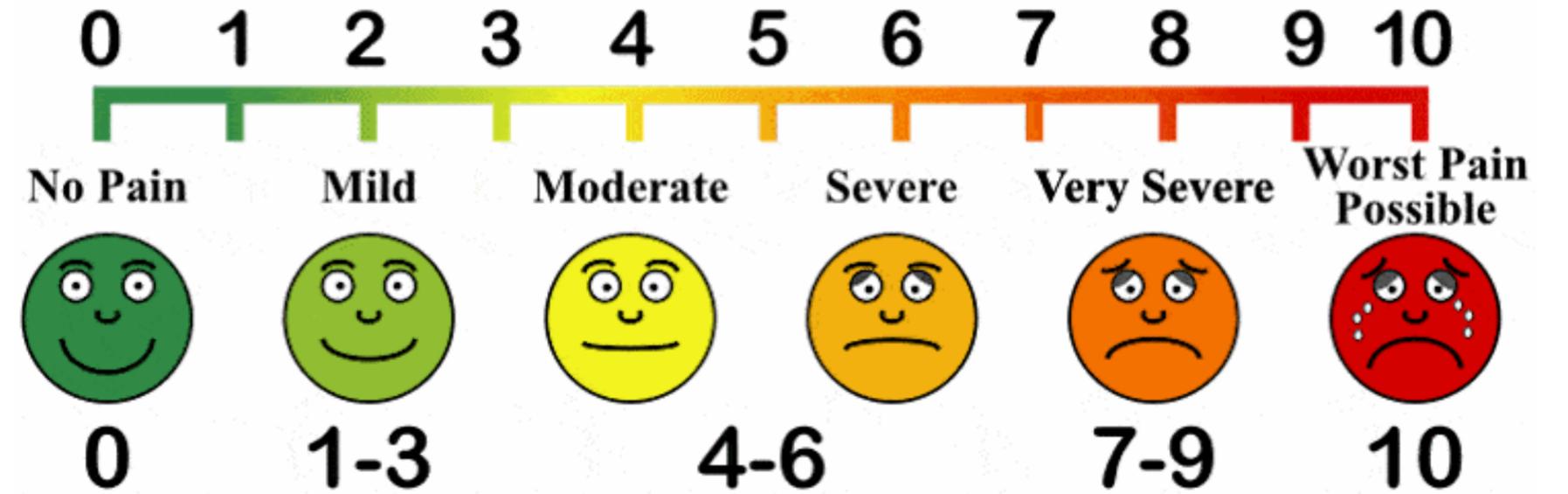
- **Misuse:** You might take them in a way not prescribed by your doctor.



- **Addiction:** You might become dependent.

Sources: National Institute on Drug Abuse, National Institute on Drug Abuse for Teachers, University of Utah Health Care.

# UNDERSTANDING PAIN



“When people experience **shame**, it’s an impediment to healing. There a lot of **ways for institutions to reduce the shame** they cause.”

*-Tobin Shelton, LCSW, Clinical Manager – SUMMIT, Venice Family Clinic*

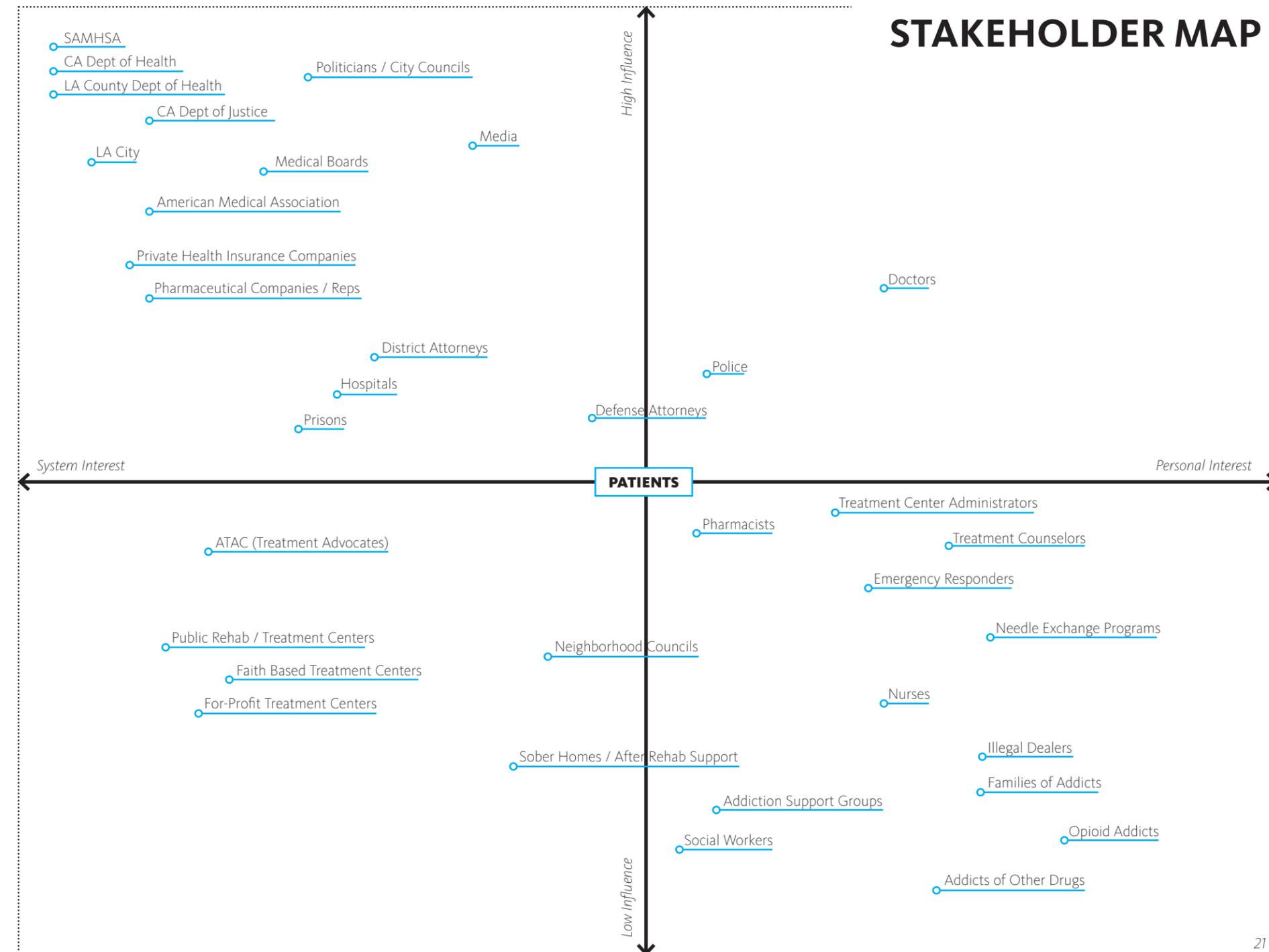


“ Recently, we examined our current files to determine the incidence of narcotic addiction in 39,946 hospitalized medical patients who were monitored consecutively. Although there were 11,882 patients who received at least one narcotic preparation, there were only four cases of reasonably well documented addiction in patients who had no history of addiction. The addiction was considered major in only one instance. The drugs implicated were meperidine in two patients, Percodan in one, and hydromorphone in one.

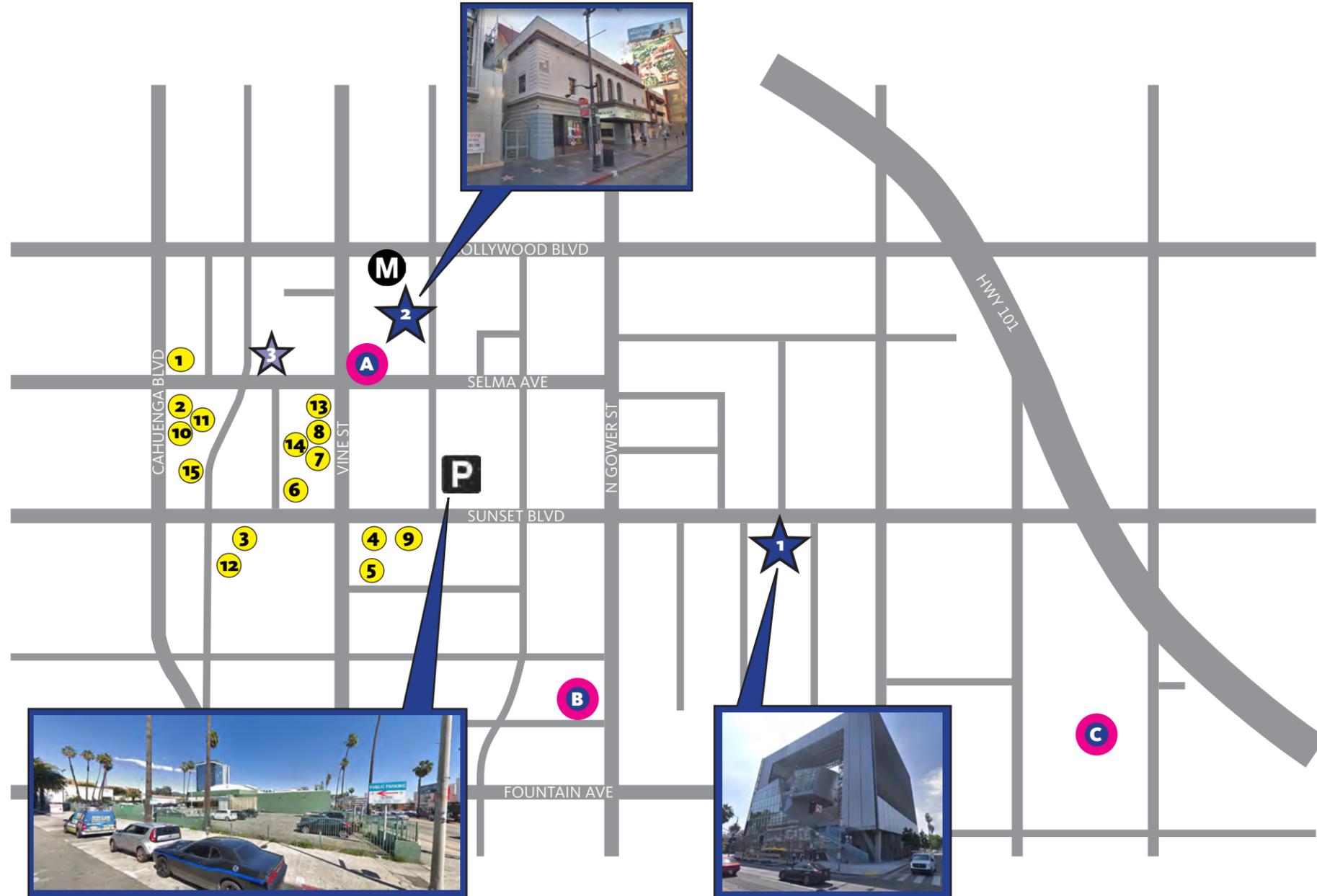
**We conclude that despite widespread use of narcotic drugs in hospitals, the development of addiction is rare in medical patients with no history of addiction.”**

*-Dr. Hershel Jick, New England Journal of Medicine, 1980*

## STAKEHOLDER MAP



# LOCATIONS



## Transportation

- P** Parking: **Hollywood Palladium**  
Proper Parking  
6215 W. Sunset Blvd (enter on Argyle Ave)
- M** Metro: **Hollywood & Vine**  
Red Line

## Group Locations

- ★ 1** Morning Location: **Emerson College**  
Di Bona Distance Learning Center  
5960 Sunset Blvd
- ★ 2** Afternoon Location: **The Montalban**  
1615 Vine Street
- ★ 3** Happy Hour: **Saint Felix**  
1602 N Cahuenga Blvd

## Site Visits

- A** Site Visit: **Triangle Square Apartments/MMD**  
1602 Ivar Ave
- B** Site Visit: **Resolve Recovery**  
6109 Afton Pl
- C** Site Visit: **La Fuente Hollywood Treatment Center**  
5718 Fountain Ave

## Lunch Options

- |   |  |
|---|--|
| Quick Service                                       | <b>1</b> Caffe Etc. \$ 6371 Selma Ave<br><i>(locally owned organic lunch &amp; breakfast all day and awesome coffee. Say hi to Viviana.)</i> |
|   | <b>2</b> Banh Oui Sandwiches \$\$<br>1552 N Cahuenga Blvd  |
|   | <b>3</b> Veggie Grill \$\$<br>6374 Sunset Blvd   |
|   | <b>4</b> Tendergreens \$\$<br>6290 Sunset Blvd   |
|   | <b>5</b> Chipotle \$<br>1460 Vine St   |
|   | <b>6</b> Bibibop Asian Grill \$<br>6333 Sunset Blvd  |
|   | <b>7</b> Jersey Mike's Subs \$<br>1517 Vine St   |
|   | <b>8</b> 800 Degrees Pizza \$\$<br>1521 N Vine St  |
| Table Service                                       | <b>9</b> Fabiolus Cucina \$\$ 6270 Sunset Blvd<br><i>(locally owned Italian)</i>   |
|   | <b>★ 3</b> Saint Felix \$\$ 1602 N Cahuenga Blvd<br><i>(locally owned, also Happy Hour location)</i>   |
|   | <b>10</b> Stout Burgers \$\$<br>1544 N Cahuenga Blvd   |
|   | <b>11</b> Trejo's Cantina \$\$<br>1556 N Cahuenga Blvd   |
|   | <b>12</b> Stella Barra Pizzeria \$\$<br>6372 Sunset Blvd   |
|   | <b>13</b> Kabuki (sushi) \$\$<br>1545 Vine St  |
|   | <b>14</b> Hungry Cat \$\$\$<br>1535 Vine St  |
| <b>15</b> Umami Burger \$\$<br>1520 N Cahuenga Blvd |  |

### Lunch Topic Suggestions

- >What surprised you?
- >What challenged you?
- >What questions do you still have?

## GUESTS



### **Dani Fleischer**

*Writer. Seeker. Smart-ass. Blogger at Sum of My Pieces.*

Dani is an aspiring memoirist and a newly minted blogger, and her work has been featured on Washington Post's Soloish, BlogHer, Scary Mommy, and in Essig Magazine. She writes about her messy life on her blog, Sum of My Pieces in order to write about things that matter to her: fear, love, societal expectations, sexuality, and losing oneself in the world of social media.



### **Tobin Shelton, LCSW**

*Venice Family Clinic*

Tobin is a clinical social worker who worked in the criminal justice and school systems before moving to Los Angeles in 2013 when he joined the Venice Family Clinic and Common Ground. Tobin's work focuses on bringing the values of harm reduction into healthcare, substance use treatment and clinical supervision. He enjoys creating pottery and music in his time off and is pursuing an MPH and certification in Gestalt Therapy.



### **Melissa J. Durham, Pharm.D., MACM, APh, BCACP**

*USC School of Pharmacy*

Melissa J. Durham is an Associate Professor of Clinical Pharmacy at the University of Southern California (USC) School of Pharmacy. She received her Doctor of Pharmacy degree, completed a residency in Community Pharmacy Practice, and has earned her Master of Academic Medicine degree, all from USC. Dr. Durham is a clinical pharmacist at the USC Pain Center, where she established a pharmacist-run pain medication management service. She is a Board Certified Ambulatory Care Pharmacist and also a practicing community pharmacist.



### **Ian Manheimer**

*Executive Producer, Next Up Productions*

Ian is executive producer at Next Up Productions - a non-fiction production company. Ian's most recent projects include Dopesick Nation - a 10-episode series on VICELAND - and American Relapse - a feature length, award-winning documentary on the business of recovery. Previously, Ian was vice president of product management at The Charity Network - raising money for over 3,000 nonprofits. Additionally, Ian has been Executive Director at Glassbooth - a nonprofit focused on civic education. Glassbooth was named "Best Political Website" by CNET and Huffington Post. Ian is also founder/former president of the RFK Young Leaders, a program of Robert F. Kennedy Human Rights. Ian holds an undergraduate degree from Tulane University.



### **Lello Tesema, MD, MSHPM**

*Associate Medical Director of Prevention Substance Abuse Prevention and Control, LA County*

Lello Tesema is the Associate Medical Director for Prevention at the Los Angeles County Department of Public Health Division of Substance Abuse Prevention & Control (SAPC). Prior to joining SAPC, she was Director of Population Health and the Los Angeles County Correctional Health Services. Her interests include harm reduction, cross-sector collaboration in addressing social determinants of health, and public health advocacy for the County's justice-involved. She is a graduate of Mount Sinai School of Medicine, completed her residency at Cambridge Health Alliance, and Robert Wood Johnson Foundation Clinical Scholar at UCLA.

## GLOSSARY

**Acute Pain** – Pain that usually starts suddenly and has a known cause, like an injury or surgery. It normally gets better as your body heals and lasts less than three months.

**Benzodiazepines** – Sometimes called “benzos,” these are sedatives often used to treat anxiety, insomnia, and other conditions. Combining benzodiazepines with opioids increases a person’s risk of overdose and death.

**Chronic pain** – Pain that lasts 3 months or more and can be caused by a disease or condition, injury, medical treatment, inflammation, or even an unknown reason.

**Drug misuse** – The use of prescription drugs without a prescription or in a manner other than as directed by a doctor, including use without a prescription of one’s own; use in greater amounts, more often, or longer than told to take a drug; or use in any other way not directed by a doctor.

**Drug abuse or addiction** – Dependence on a legal or illegal drug or medication. See Opioid use disorder.

**Extended-release/long-acting (ER/LA) opioids** – Slower-acting medication with a longer duration of pain-relieving action.

**Fentanyl** – Pharmaceutical fentanyl is a synthetic opioid pain medication, approved for treating severe pain, typically advanced cancer pain. It is 50 to 100 times more potent than morphine. However, illegally made fentanyl is sold through illegal drug markets for its heroin-like effect, and it is often mixed with heroin and/or cocaine as a combination product.

**Heroin** – An illegal, highly addictive opioid drug processed from morphine.

**Illicit drugs** – The non-medical use of a variety of drugs that are prohibited by law. These drugs can include: amphetamine-type stimulants, marijuana/cannabis, cocaine, heroin and other opioids, synthetic drugs, and MDMA (ecstasy).

**Immediate-release opioids** – Faster-acting medication with a shorter duration of pain-relieving action.

**Medication-assisted treatment (MAT)** – Treatment for opioid use disorder combining the use of medications (methadone, buprenorphine, or naltrexone) with counseling and behavioral therapies.

**Morphine milligram equivalents (MME)** – The amount of milligrams of morphine an opioid dose is equal to when prescribed. This is how to calculate the total amount of opioids, accounting for differences in opioid drug type and strength.

**Naloxone** – A prescription drug that can reverse the effects of opioid overdose and can be life-saving if administered in time. The drug is sold under the brand name Narcan or Evzio.

**Nonmedical use** – Taking drugs, whether obtained by prescription or otherwise, not in the way, for the reasons, or during the time period prescribed. Or the use of prescription drugs by a person for whom the drug was not prescribed.

**Non-opioid therapy** – Methods of managing chronic pain that does not involve opioids. These methods can include, but are not limited to, acetaminophen (Tylenol®) or ibuprofen (Advil®), cognitive behavioral therapy, physical therapy and exercise, medications for depression or for seizures, or interventional therapies (injections).

**Non-pharmacologic therapy** – Treatments that do not involve medications, including physical treatments (e.g., exercise therapy, weight loss) and behavioral treatments (e.g., cognitive behavioral therapy).

**Opioid** – Natural or synthetic chemicals that interact with opioid receptors on nerve cells in the body and brain, and reduce the intensity of pain signals and feelings of pain. This class of drugs that include the illegal drug heroin, synthetic opioids such as fentanyl, and pain medications available legally by prescription, such as oxycodone, hydrocodone, codeine, morphine, and many others. Opioid pain medications are generally safe when taken for a short time and as prescribed by a doctor, but because they produce euphoria in addition to pain relief, they can be misused.

**Opioid analgesics** – Commonly referred to as prescription opioids, medications that have been used to treat moderate to severe pain in some patients. Categories of opioids for mortality data include:

**Natural opioid analgesics**, including morphine and codeine;

**Semi-synthetic opioid analgesics**, including drugs such as oxycodone, hydrocodone, hydromorphone, and oxymorphone;

**Methadone**, a synthetic opioid;

**Synthetic opioid analgesics** other than methadone, including drugs such as tramadol and fentanyl.

**Opioid use disorder** – A problematic pattern of opioid use that causes significant impairment or distress. A diagnosis is based on specific criteria such as unsuccessful efforts to cut down or control use, or use resulting in social problems and a failure to fulfill obligations at work, school, or home, among other criteria. Opioid use disorder has also been referred to as “opioid abuse or dependence” or “opioid addiction.”

**Overdose** – Injury to the body (poisoning) that happens when a drug is taken in excessive amounts. An overdose can be fatal or nonfatal.

**Physical dependence** – Adaptation to a drug that produces symptoms of withdrawal when the drug is stopped.

**Prescription drug monitoring programs (PDMPs)** – State-run electronic databases that track controlled substance prescriptions. PDMPs help providers identify patients at risk of opioid misuse, abuse and/or overdose due to overlapping prescriptions, high dosages, or co-prescribing of opioids with benzodiazepines.

**Tolerance** – Reduced response to a drug with repeated use



“For heroin users ‘**Emergency care**’ oftentimes becomes a **safety net**”.

-Kerry M., L.A. City Fire Department, EMT

## SOURCES

- [Dreamland: The True Tale of America's Opiate Epidemic by Sam Quinones](#)
- <https://discovery.cdph.ca.gov/CDIC/ODdash/>
- <https://www.ocregister.com/rehab-riviera/>
- <https://www.cdc.gov/drugoverdose/opioids/index.html>
- <http://www.capradio.org/articles/2019/01/16/here-are-californias-new-laws-to-address-the-states-opioid-crisis/>
- <https://www.psychiatry.org/newsroom/news-releases/americans-favor-treatment-not-enforcement-to-address-opioid-crisis>
- <https://www.latimes.com/opinion/op-ed/la-oe-fleischer-opioid-epidemic-20190203-story.html>

## RESOURCES

- **If you or anyone you know is suffering from addiction,** call 1-888-633-3239 or visit [drughelpline.org](http://drughelpline.org)
- **Safe Med LA** is a broad, cross-sector coalition that will take a coordinated and multi-pronged approach to comprehensively address the prescription drug abuse epidemic in Los Angeles County, guided by its five-year strategic plan. <http://www.safemedla.org/home.html>
- **Find out more** about the opioid crisis and local resources: <https://www.hhs.gov/opioids/>
- **Volunteer**
  - Venice Family Clinic: <https://volunteer.venicefamilyclinic.org>
  - La Fuente Hollywood Treatment Center: <https://lafuentehollywood.com/>
  - Los Angeles LGBT Treatment Center: <https://lalgbtcenter.org/how-you-can-help/volunteer>

## Signs of an Opioid Overdose



Blue lips or nails



Dizziness and confusion



Can't be woken up



Choking, gurgling or snoring sounds



Slow, weak or no breathing



Drowsiness or difficulty staying awake

**NOTES**



*Angela Babcock  
Audrey Handelman  
Carole Neal  
David Levitus  
Jennifer May  
Otha Cole  
Sandra Yunjung Ko*



# TRANSPORTATION AND INFRASTRUCTURE

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# 2019

The *CORO*  
*LeadLA Guide*

Los Angeles  
County

1<sup>st</sup>  
Edition

transportationguide

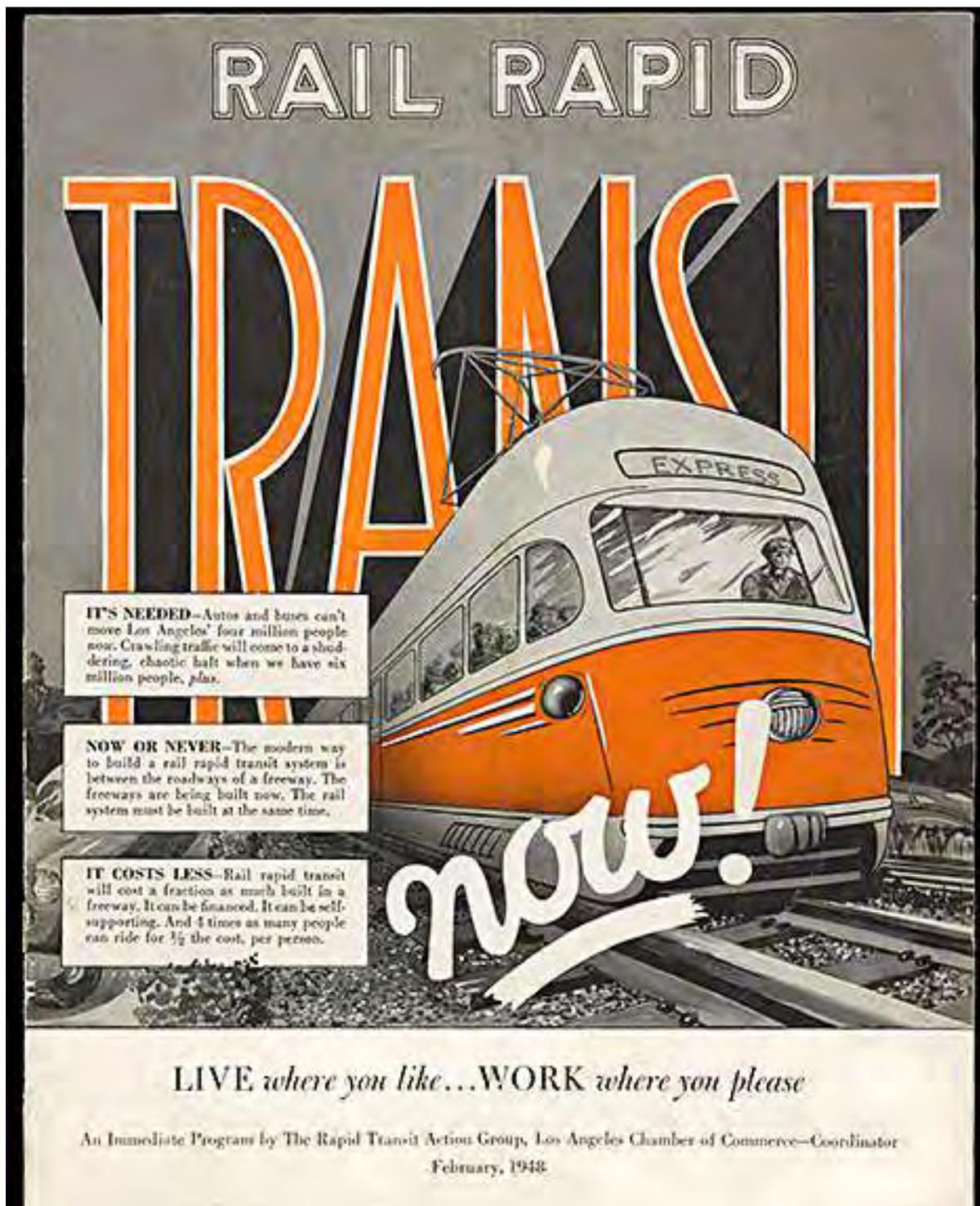


MAY 3, 2019 | LA TRADE TECH COLLEGE



Scan the QR code to capture your experience today  
And link to padlet for experiences:  
[bit.ly/TeamTranspoPadlet](https://bit.ly/TeamTranspoPadlet)

“It is widely assumed that Americans' infatuation with cars led to the construction of America's superhighways. But actually when Congress passed the **Interstate Highway Act in 1956**, car sales were slack, and there was no popular clamor for building a new road system. At the time **only about half of American families owned an automobile**; everyone else depended on public transportation. Congress was responding to aggressive **lobbying by auto makers and road builders, plus realtors** who saw profits in developing suburban subdivisions”



Rail Rapid Transit Now!, report by the Rapid Transit Action Group, Los Angeles Chamber of Commerce, 1948. Ink on paper, 11 x 8 5/8 in. (28 x 21.9 cm). Los Angeles County Metropolitan Transportation Authority Library & Archive

"With their cars, Angelenos go places, they travel infinite numbers of kilometers in a world that continuously remains Los Angeles."

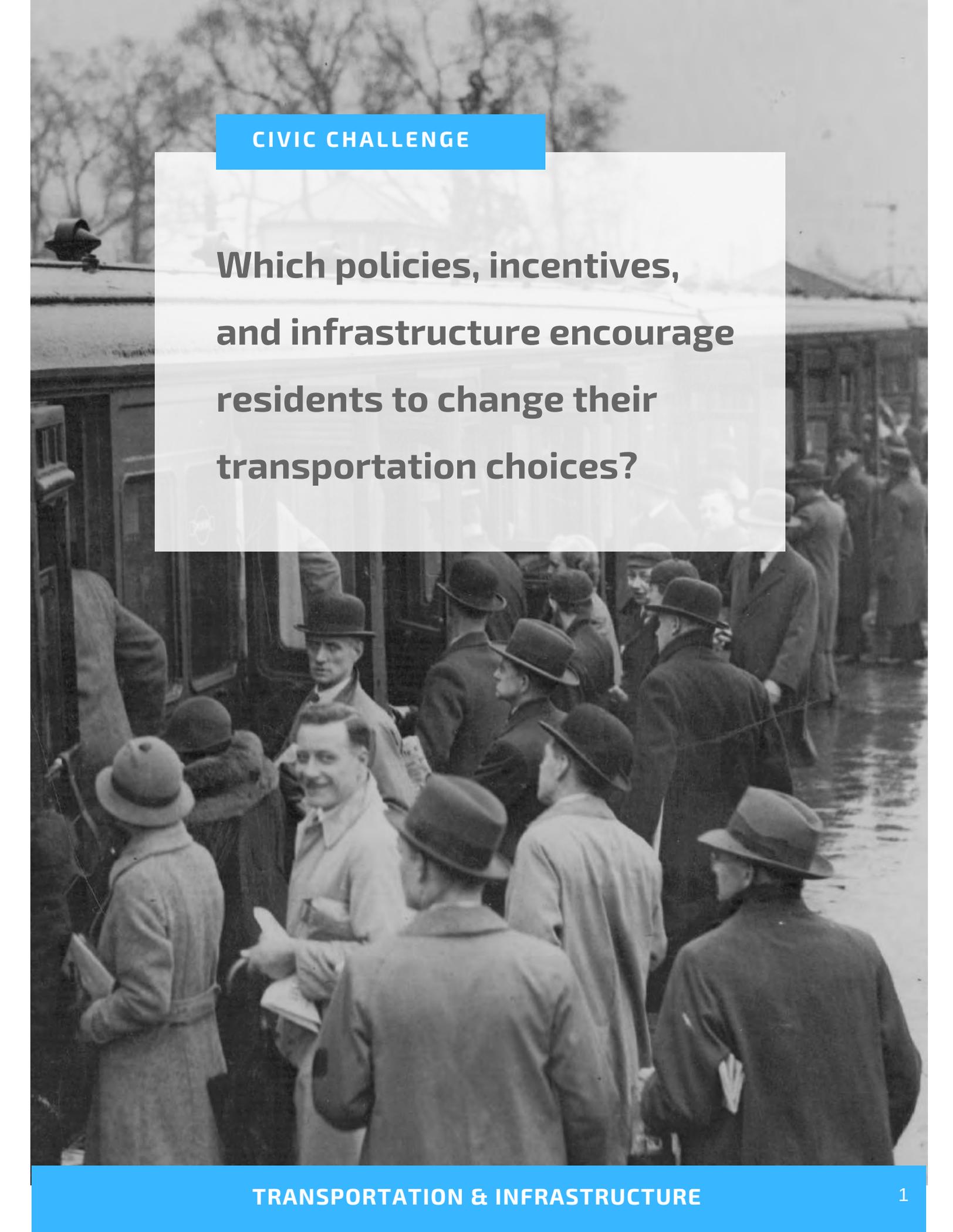
—Cees Nooteboom

## TOPIC

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You name it, grandma, 73, will take a crack at it. 1961. Valley Times Collection, Los Angeles Photo Collection. Los Angeles, CA. (HCNVT\_d031\_f34\_i17)



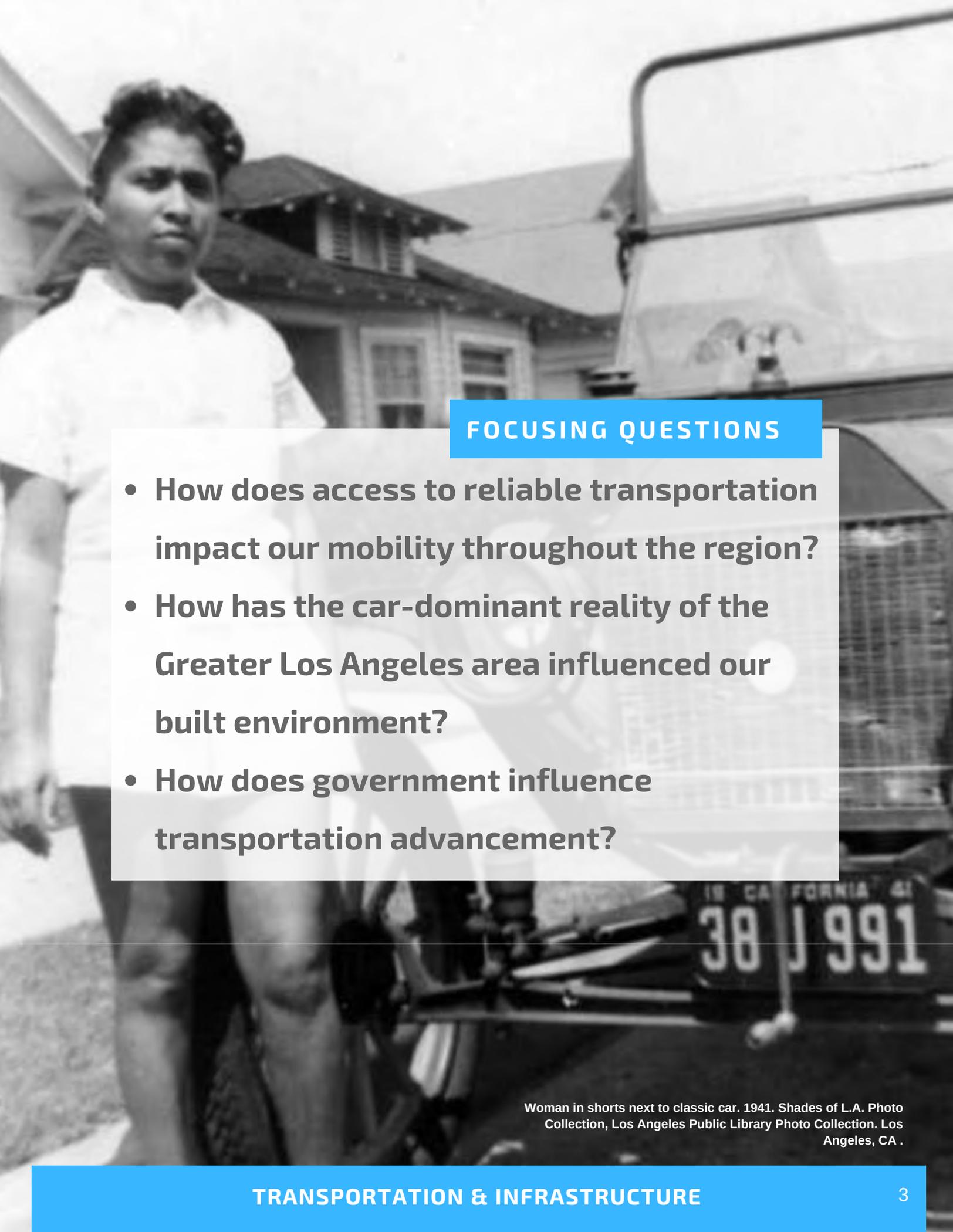
**CIVIC CHALLENGE**

**Which policies, incentives,  
and infrastructure encourage  
residents to change their  
transportation choices?**



**GUIDING QUESTION**

**Is the Greater LA area ready  
for a change in its car-first  
culture?**



## FOCUSING QUESTIONS

- How does access to reliable transportation impact our mobility throughout the region?
- How has the car-dominant reality of the Greater Los Angeles area influenced our built environment?
- How does government influence transportation advancement?

Woman in shorts next to classic car. 1941. Shades of L.A. Photo Collection, Los Angeles Public Library Photo Collection. Los Angeles, CA .

## Los Angeles has not always been the automobile capital of the world.

The post-war housing boom of the late 1940s and early 1950s saw a decentralization of housing in the Los Angeles region. This, along with the development of our current **freeway system**, was responsible for making transportation in our vast region dependent on a **private automobile as a primary mode of transportation**. As cars became more popular and our freeway system was nearing completion, **the streetcar system, which once covered 1,100 miles with 900 cars**, shrank and eventually closed down.

However, in the last few decades, as our region's **population has boomed** without a commensurate boom in housing densification thereby pushing out commutes and as people have become more environmentally conscious, many have begun to look for alternatives to being boxed in a car. **Public transportation and alternative modes have become politically popular**--and possibly necessary for our economy to boom, again.

Even as there is talk of **alternatives to single automobile transportation**, it is still the primary mode for most households in Los Angeles County, with **73% of people driving a car solo to and from work** versus only about 7% using public transportation.

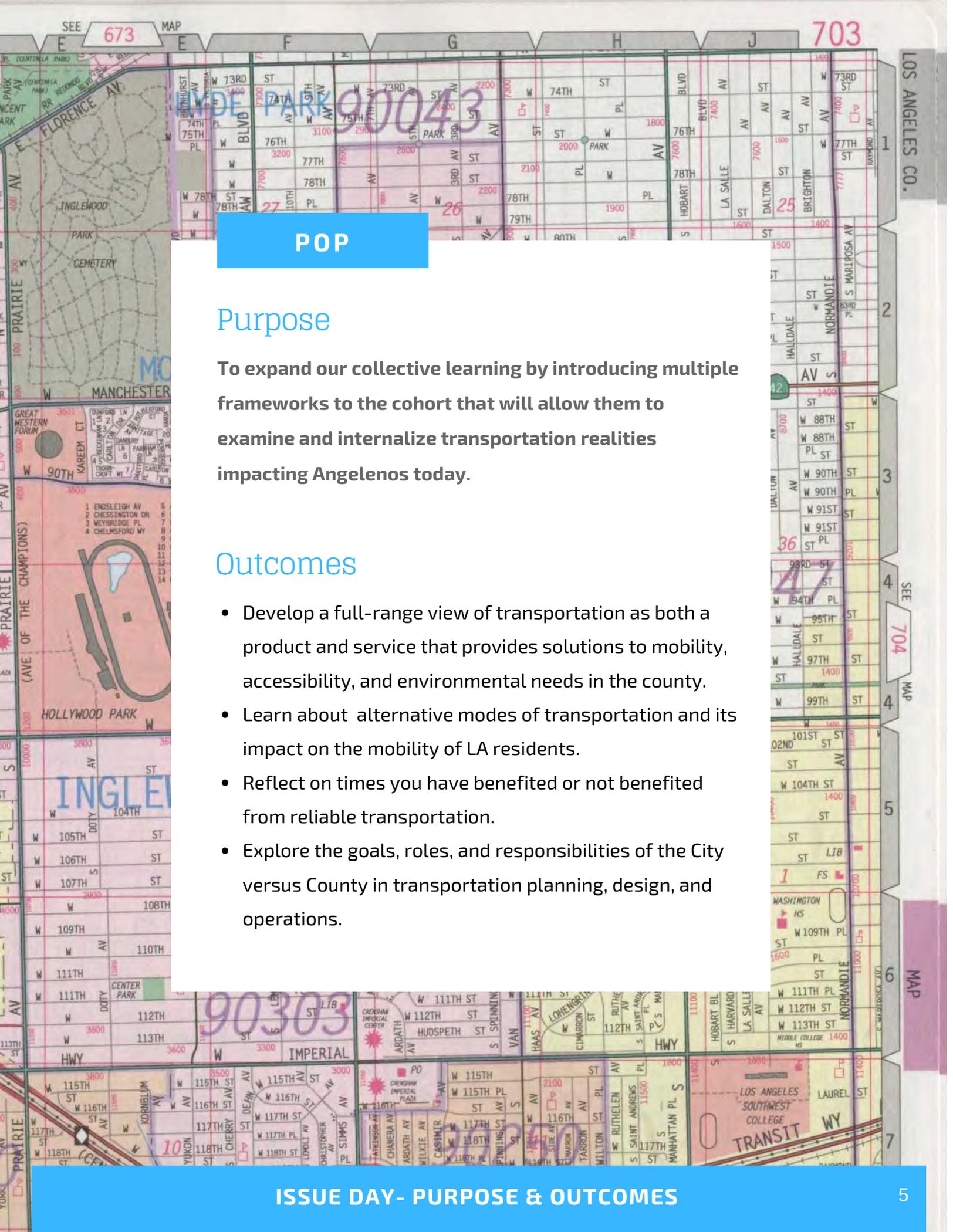
The Los Angeles County Metropolitan Transportation Authority (**LA Metro**) operates the **third largest public transportation system in the United States**. With 93 stations and nearly 100 miles of service, LA Metro is responsible for roughly **70% of all the public transit system in the County**. Through the initial passage of Measure R in 2008 to fund public transportation projects and the expansion of this funding through Measure M which passed in 2016, LA Metro is well resourced to expand its transportation infrastructure. It's **bus and rail system already deliver more than 1.2 million passenger rides on a typical weekday**, and though it is expanding its accessibility and availability in more neighborhoods now than ever before, it is facing a decline in public transit ridership and is having a difficult time incentivizing and encouraging public transportation use. **Transit ridership in Los Angeles has declined more than 19% since 2013**.

LA Metro has launched a major campaign called **Twenty-Eight by '28** with projects that include the Downtown Regional Connector, the Westside Subway Extension, and the Crenshaw Line to expand service, as well as cycling infrastructure, bike share expansion, sidewalk repair, and other enhancements to encourage alternative forms of transportation.

And no longer is the transportation debate merely about a car versus public transit (or bike). More recently, **disruptive transportation companies like Bird, Lime, Lyft, Uber** and others are changing the way that consumers and policy-makers are thinking and talking about transportation--especially the very crucial **'first mile/last mile'**. As their usage and demand grow, cities will be forced to think about how they will design their transit to more safely accommodate them. (Remember: 'transit' includes sidewalks).

Some might say that Los Angeles is too big, too diverse, and too populated to tackle the issue of seamless and integrated transportation options. Others might point back to when the streetcar reigned as king in Los Angeles as an example of the region's ability to evolve with the needs and wants of its residents. Yet all will acknowledge that **transportation facilitates the access to and flow of our lives** and therefore, intersects with far too many other issues to not be on the forefront of discussion.

For more background information refer to our bibliography: [bit.ly/TeamTranspoArticles](https://bit.ly/TeamTranspoArticles)



# POP

## Purpose

To expand our collective learning by introducing multiple frameworks to the cohort that will allow them to examine and internalize transportation realities impacting Angelenos today.

## Outcomes

- Develop a full-range view of transportation as both a product and service that provides solutions to mobility, accessibility, and environmental needs in the county.
- Learn about alternative modes of transportation and its impact on the mobility of LA residents.
- Reflect on times you have benefited or not benefited from reliable transportation.
- Explore the goals, roles, and responsibilities of the City versus County in transportation planning, design, and operations.



Yoshio Harry Tsuruda leaning against car in Los Angeles. 1940/1950. Japanese American Archival Collection ImageBase, California State University, Sacramento Library. Dept. Special Collections and University Archives. Sacramento, CA..

## PROCESS

- 8:30AM - 9:00AM** Arrival & Breakfast
- 9:00AM - 9:30AM** Opening Activity
- 9:30AM - 10:30AM** Morning Session:  
Nolan Borgman, Senior Transportation Planner - Metro, &  
Naomi Iwasaki, Deputy Director of Investing In Place
- 10:30AM - 2:00PM** Travel, Lunch, and Experiential Visits  
*Inglewood:* with Carson & Alia  
*Downtown:* with Heath & John  
*Westwood:* with Jennie & Amy
- 2:00PM - 2:30PM** Group share-out on experiences, LATTC
- 2:35PM - 3:45PM** Afternoon Session:  
Jay Kim, Assistant GM - Mobility Management LADOT
- 3:45PM - 4:00PM** Break
- 4:00PM - 5:00PM** Debrief & Closing
- 5:00PM - 7:00PM** Happy Hour at First Taproom Bar & Grill

# Biographies

## **Nolan Borgman**

### **Senior Transportation Planner, Office of Extraordinary Innovation, Metro**

Nolan Borgman is a Sr. Transportation Planner managing Metro's Unsolicited Proposal process and Headquarters Ride Along program. Prior to joining OEI, Nolan worked in the Office of the CEO, Management Audit Services Department and was a Coro Fellow. He is invested in improving the customer experience. Projects in implementation and/or development include roofing and solar P3; Los Angeles Aerial Rapid Transit; streamlined enforcement of Wilshire peak bus lanes; mobile tolling; smart bike rack; network of mobile charger vending machines; enterprise cyber security project; artificial ivy graffiti abatement; and a vehicle to infrastructure application to improve performance on the Metro Orange Line.

## **Naomi Iwasaki**

### **Deputy Director. Investing in Place**

Naomi Iwasaki has direct experience translating community perspectives into real policy and projects. Driven by social justice, she is a fourth generation Angeleno with a love and deep connection to the Los Angeles region and those who call it home. Most recently, Naomi served as Director of Neighborhood Services and Great Streets in the Office of LA Mayor Eric Garcetti, overseeing eight City departments and the Great Streets Initiative, which prioritizes public resources to develop our streets as safe and vibrant public spaces. She previously worked at Community Health Councils (CHC) analyzing transportation and transit-oriented development policies to advocate for improved health and mobility access for residents of South Los Angeles. Naomi holds a Master's Degree in Urban Planning from New York University and B.A.'s in Ethnic Studies and Social Welfare from UC Berkeley.

**Investing in Place** believes that families can't get ahead in life if they can't get around, which is why their core mission is to support transportation investments that strengthen communities. Since January 2015, Investing in Place has convened diverse stakeholders and decision-makers through quarterly convenings, educated partners with real-time and accessible analysis on key transportation policies, provided technical assistance to stakeholders, and helped influence significant policies like Los Angeles County's Measure M, Metro's Active Transportation Strategic Plan, City of Los Angeles' sidewalk repair policy, and Metro's First and Last Mile policy.

# Biographies

## Jay Kim

### Assistant General Manager, LADOT

Jay W. Kim is an Assistant General Manager at the Los Angeles Department of Transportation (LADOT). He currently oversees the Office of Mobility Management and provides executive management oversight for the planning and operation of transit, paratransit, development review, on and off-street parking facilities and taxicab regulations to ensure that LADOT meets the goals of the Sustainable City Plan. He has 29 years of transportation planning and engineering experience from both private and public sectors.

In addition, he has a long history of collaborative efforts with other City Departments and outside agencies to develop long-term transportation strategies, programs and projects to provide innovative urban mobility solutions in a digital age for the City of Los Angeles.

Mr. Kim is a past Chair of the LADOT Complete Streets Committee along with active past participation in the Integrated Mobility Hubs Working Group, Downtown Street Standards Committee and Metro's Congestion Mitigation Fee Policy Advisory Committee. Mr. Kim is a registered Professional Traffic Engineer in California and a member of the Institute of Transportation Engineers (ITE). He holds an Engineering degree from UCLA.





## INGLEWOOD



San Diego Freeway opening, Inglewood, California. 10 June 1963. Collection of Inglewood Local History Photographs, Inglewood Public Library .

**Purpose:** To discover how our built environment responds to and determines transportation outcomes; to see how transportation plays an important role in economic development of a region/community; to understand equity in terms of transportation and how mobility decisions can bolster or inhibit a community.

**Outcomes:** To gain a better understanding of the process in which infrastructure projects consider transportation outcomes and mobility within and around the community, and to better explore the ramifications of such mobility decisions for the community surrounding the infrastructure development and the greater region.

**Process:** Engage with the City of Inglewood Economic Development Department and the City of Inglewood's mobility consultant in a vantage point discussion on the Rams Stadium construction in Inglewood, California. This discussion will be followed by a no-host lunch that will provide an experiential component exploring transportation equity in action.

**Getting there & away:** combination of Expo, bus, and TNC

## **Christopher Jackson**

### **Director, Economic and Community Development Department, City of Inglewood**

Christopher E Jackson, Sr., has been employed with the City of Inglewood since July 2008. Starting as a Planner in the Planning Division, he advanced within the city and was appointed as the Department Manager in June 2015. As a planner with the City of Inglewood, Mr. Jackson was handpicked to lead the city team to process the discretionary actions concerning the major renovation to the Forum and the Hollywood Park Tomorrow project. Most recently he was the lead planner for the City of Champions Revitalization Initiative which resulted in the approval to construct a NFL spec stadium and performance venue to be located within the Hollywood Park Tomorrow project area.

## **Lisa Trifiletti**

### **Principal, Trifiletti Consulting**

On October 1, 2016, Lisa Trifiletti launched her own consulting firm to provide strategic land use, environmental, entitlement, real estate, transportation, project management, and governmental/public outreach consulting for private sector development projects and governmental agencies. Her experience with complex public infrastructure, transportation projects, and updates of governmental planning documents make her a known expert in the field. Lisa Trifiletti is currently serving as a strategic advisor to the Los Angeles World Airports (LAWA) on its environmental clearance and sustainability work at the Los Angeles International Airport (LAX), to the City of Los Angeles Department of City Planning on the update of the Southwest Valley Community Plan. In addition, some of her other projects include developing the City of Inglewood's transportation plans, the Sepulveda Pass Feasibility Study for Metro, and the revitalization of the Vermont/Manchester area for the office of County Supervisor Ridley-Thomas.

**Other travel guides include:** Sharon Mann Garrett from the City of Inglewood

## Estimated % of workers who commuted to work using public transit in 2013-2017

Pct. of People Who Took Public Transit to Work

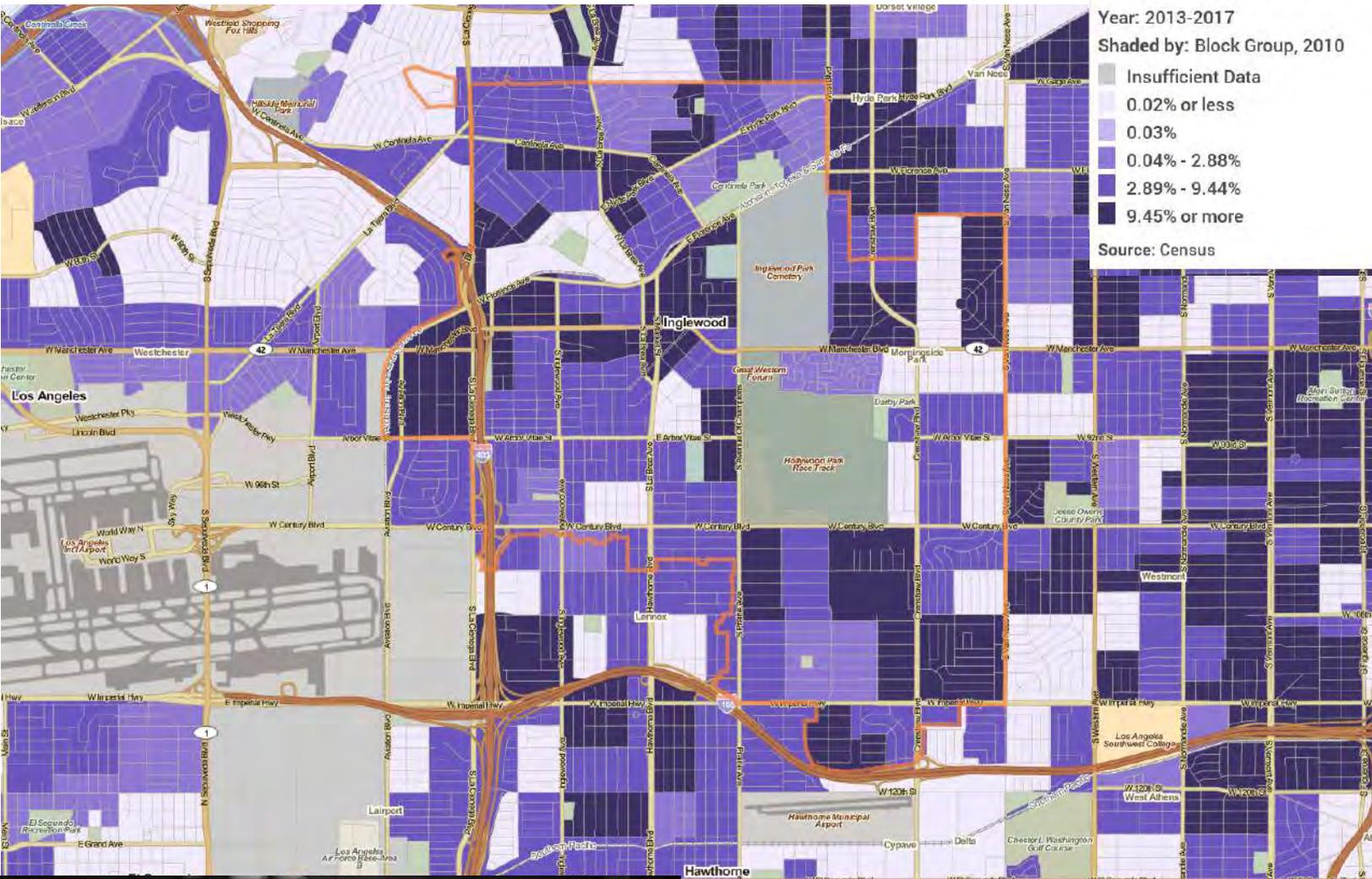
Year: 2013-2017

Shaded by: Block Group, 2010

Insufficient Data

- 0.02% or less
- 0.03%
- 0.04% - 2.88%
- 2.89% - 9.44%
- 9.45% or more

Source: Census



New bus fares. 1952. Herald Examiner Collection, Los Angeles Photo Collection. Los Angeles Public Library. Los Angeles, CA.



Up go the street car and bus fares again. 1952. Herald Examiner Collection, Los Angeles Photo Collection. Los Angeles Public Library. Los Angeles, CA.



Successful businessman Dr. C. W. Hill posing with his car, Los Angeles, 1940s. University of California, Los Angeles. Library Special Collections. Los Angeles, CA.

## WESTWOOD

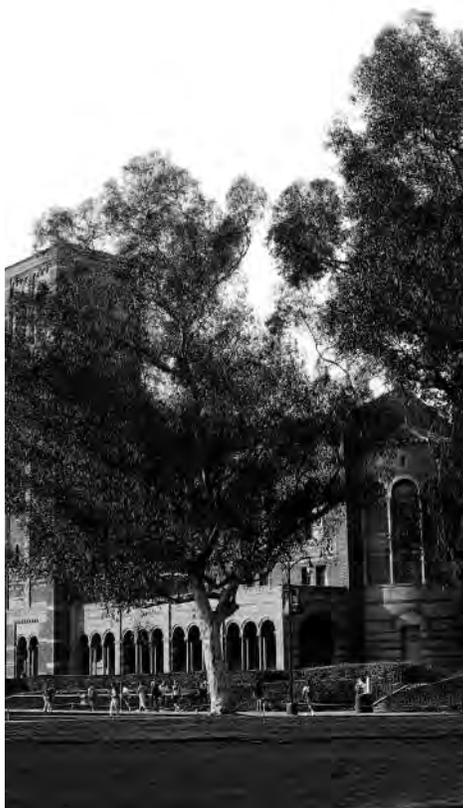
**Purpose:** To understand the Expo Line and public rail from a planning and design perspective and to discuss electric scooters as first mile/last mile transportation options.

**Outcomes:** To understand public transportation design and engineering as it manifests in the real world; and to discuss Bird as an alternative form of transportation, its intended customer, and how it determines availability/access.

**Process:** Expo line ride-along with Greg Spotts and Alissa Walker. Followed by a discussion with Lys Mendez Palomo of Bird.

**Lunch:** No-host lunch and discussion at Lanny's Deli, Westwood

**Getting there & away:** Expo line return trip



## Westwood Travel Guides

### **Greg Spotts**

#### **Assistant Director Chief Sustainability Officer, Los Angeles Bureau of Street Services**

Greg currently oversees three large customer-facing divisions comprising more than 500 full time staff and more than \$50M in annual budget. His team responds to more than 130,000 constituent service requests per year: the Street Maintenance Division fixes potholes and provides motor sweeping, the Urban Forestry Division manages the care of 700,000 street trees, and the Investigation and Enforcement Division enforces codes pertaining to use of the streets and sidewalks. In addition, he oversees the Methods & Standards Division, which includes the PerformanceStat, Information Technology and Social Media functions.

### **Alissa Walker**

#### **Urbanism Editor, Curbed**

Alissa Walker connects people with where they live through writing, speaking, and walking. As the urbanism editor at Curbed, she authors the column *Word on the Street*, highlighting the pioneering transit, clever civic design, and game-changing policy affecting our cities. For her writing on design and urbanism, Alissa has been named a USC Annenberg/Getty Arts Journalism Fellow and Journalist of the Year by Streetsblog Los Angeles. In 2012 her project *Good Ideas for Cities* was selected for inclusion in the U.S. Pavilion at the Venice Architecture Biennale. In 2015 she received the Design Advocate award from the LA chapter of the American Institute of Architects. She is also the co-founder of design east of La Brea, a nonprofit that has received two National Endowment for the Arts grants supporting its LA design events. Alissa lives in Los Angeles, where she is a mom to the city's two most enthusiastic public transit riders.

# Westwood Travel Guides, cont.

## Lys Mendez Palomo

### Government Partnerships, Bird

Lys Mendez is a Senior Manager on Bird's Government Partnerships team, working with local governments to integrate electric scooters as an effective last-mile solution in cities across Southern California. Lys is an urban planner and communications strategist, a lens that is critical to understanding mobility needs across cities and effectively communicating Bird's role in the transportation ecosystem. Lys has worked on mobility projects such as Los Angeles' Vision Zero program and 100 Hours, an effort by the Southern California Association of Governments to reimagine congestion solutions in the region. She also worked with CicLAvia, the popular roving open-streets event in Los Angeles County, and as a planning consultant for the City of Los Angeles to launch the Plan for a Healthy LA, which provided public health guidelines for the city's future growth and development. She worked for LA Mayor Antonio Villaraigosa, for the County of Riverside and as a newspaper reporter for the Riverside Press-Enterprise. Lys has an MA in urban and regional planning from UCLA.

### Estimated % of workers who commuted to work using public transit in 2013-2017

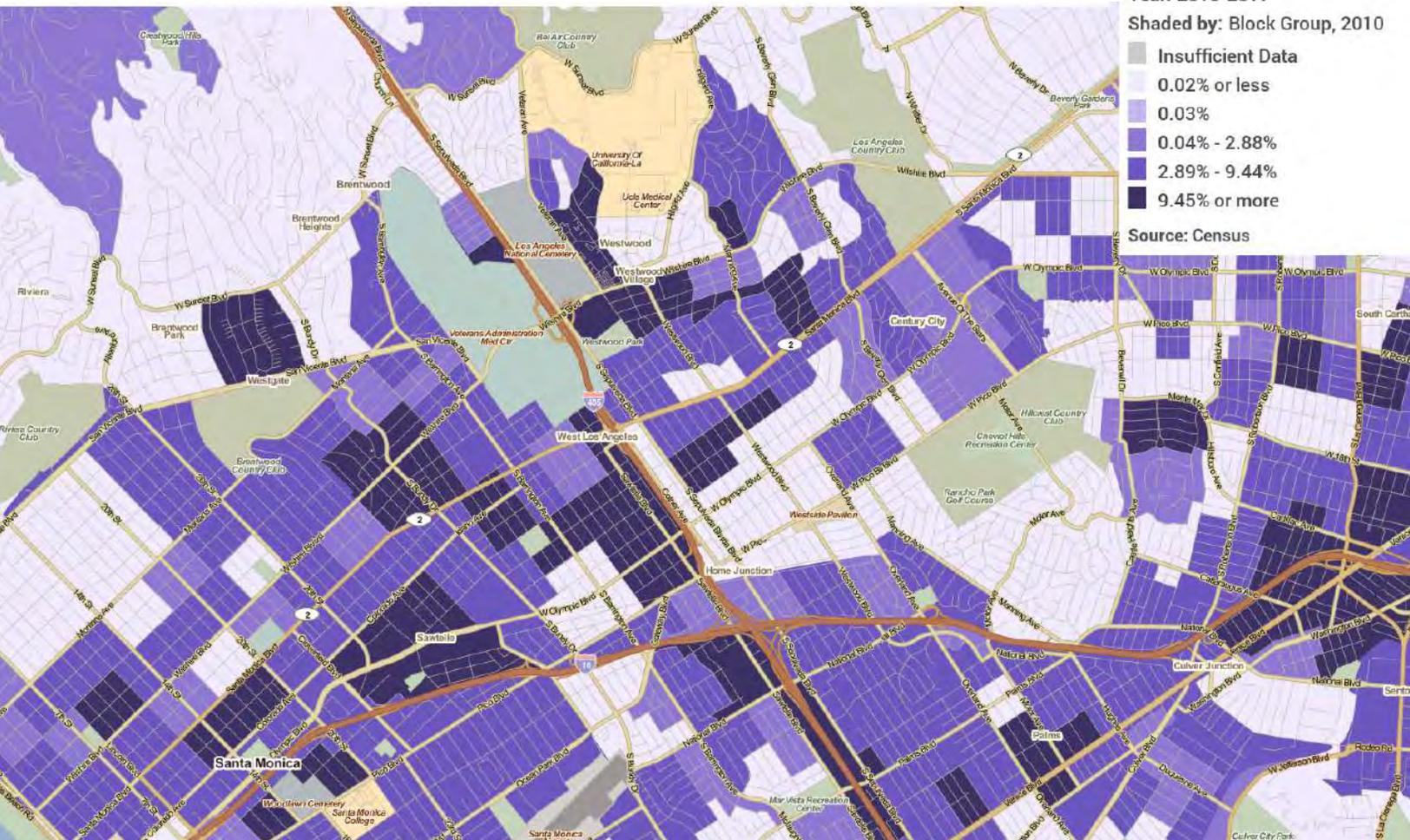
Pct. of People Who Took Public Transit to Work

Year: 2013-2017

Shaded by: Block Group, 2010

- Insufficient Data
- 0.02% or less
- 0.03%
- 0.04% - 2.88%
- 2.89% - 9.44%
- 9.45% or more

Source: Census





## DOWNTOWN



**Purpose:** To engage in a private-public experience grounded in the interest of transportation. The focus is to consider design, accessibility, convenience, efficiency, and affordability that each sector provides to its stakeholders.

**Outcomes:** To gain an appreciation of the complexity of transportation, and see firsthand the lens by which different companies and organizations are approaching transportation improvements for various stakeholders.

**Process:** Visit and tour of Metro Command Center and Toyota dealership, supplemented by a conversation with Allen Narcisse from Lyft.

**Lunch:** Bag lunch

**Getting there & away:** Combination of public transportation & ride-hailing companies

# Downtown Travel Guides

**Allen Narcisse**

**Regional Director, Lyft**

Allen is Regional Director of Southern California leading driver operations, driver service and marketing for territories including Los Angeles, Orange County, San Diego, Inland Empire, Santa Barbara and Bakersfield. Prior to Lyft, Allen was the first LA-based General Manager of UberEATS, Uber's food delivery operations, where he led the launch of Uber's first standalone app in the US and expansion to Los Angeles, San Diego, Orange County, Palm Springs and the Inland Empire. Before joining Uber, Allen co-founded Ebyline, a content marketing start-up, in 2009 and served as Chief Operating Officer. Allen earned a BBA with Distinction from the University of Michigan and an MBA from the Harvard Business School. A long-time resident of Los Angeles, Allen has been actively involved in community-based volunteering, including formerly serving on the KIPP LA Board, and coaching baseball at Ladera Height Little League.

**Other travel guides include:** Nareh Nazary, Principal Transportation Planner at LA Metro and David Shin, Toyota of Downtown Los Angeles and

## Estimated % of workers who commuted to work using public transit in 2013-2017

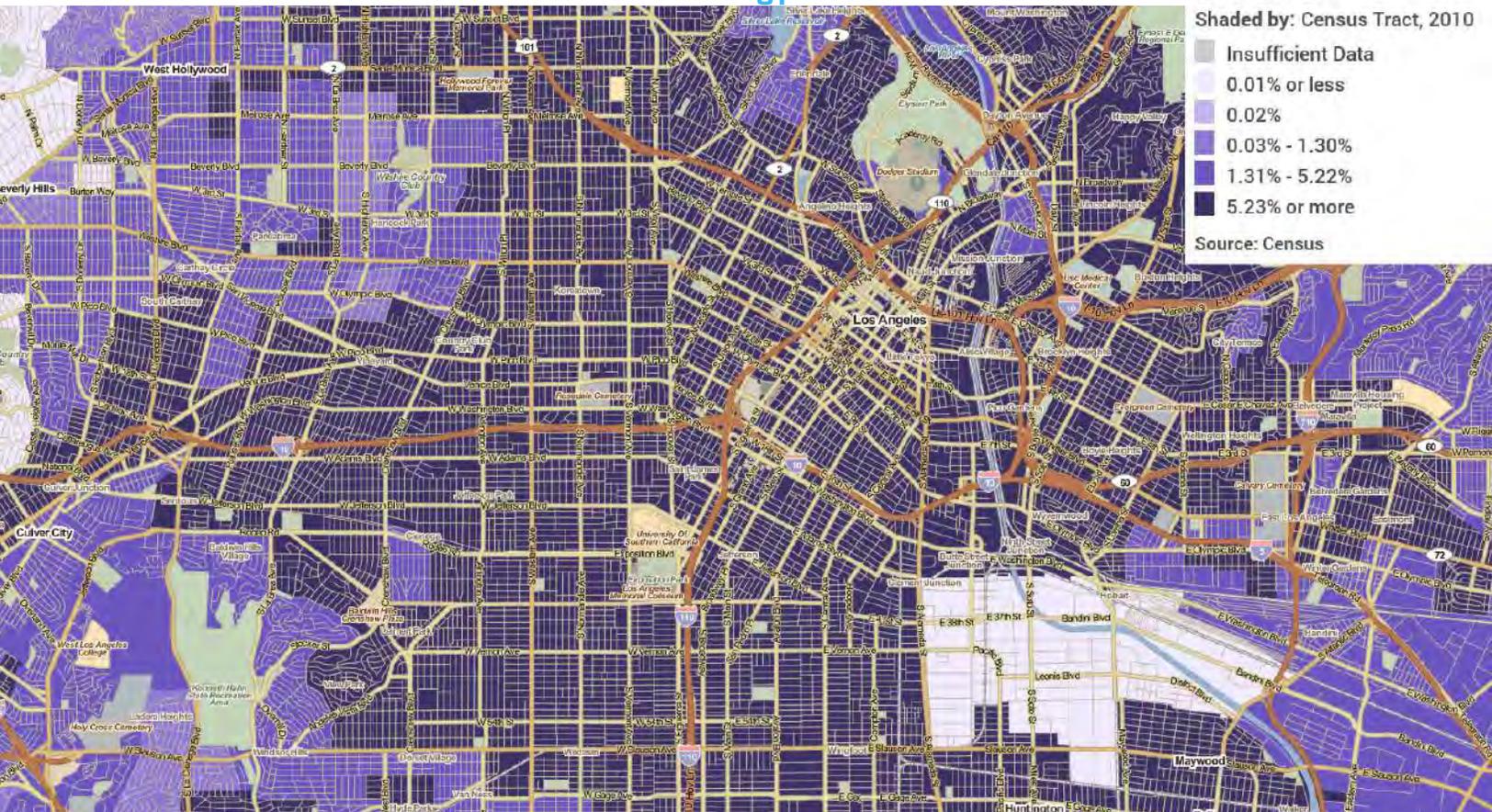
**Pct. of People Who Took Public Transit to Work**

Year: 2013-2017

Shaded by: Census Tract, 2010

- Insufficient Data
- 0.01% or less
- 0.02%
- 0.03% - 1.30%
- 1.31% - 5.22%
- 5.23% or more

Source: Census



## Modes of Public Transportation

**BUS RAPID TRANSIT:** Express bus service characterized by the use of a dedicated roadway or restricted usage lanes, and a limited number of stops.

**HEAVY RAIL (HR):** An electric railway with capacity for heavy volume of traffic characterized by high speed and rapid acceleration passenger rail cars and by having an on-board operator. These transit systems (i.e., metro, subway, rapid transit, or rapid rail) are defined by their operation on a separated right-of-way, & use of a third rail on the ground to power the trains. Heavy rail systems require platform boarding, typically have longer distances between stations, & have greater capacity than Light Rail.

**HIGH SPEED RAIL(HSR):** Refers to a series of technologies involving trains traveling at top speeds of 90 to 300mph. This service may require separate, dedicated tracks and “sealed” corridors either through closure or through the construction of highway underpasses or overpasses.

**LIGHT RAIL (LR):** Usually driven by electric power taken from overhead lines, and usually, operates much, or all, of its route on non-exclusive right-of-way. A metropolitan-electric railway system characterized by its ability to operate in a variety of environments such as streets, subways, or elevated structures. LR operates in both exclusive and shared right-of-way environments, and have stricter limits on their length and the frequency of service than HR. Boarding takes place from streets or platforms.

**MONORAIL:** An electric railway of guided transit vehicles suspended from or straddle and/or guide-way formed by a single beam, rail, or tube.



Buses to replace streetcars. 1950. Herald Examiner Collection, Los Angeles Public Library Photo Collection. Los Angeles Public Library. Los Angeles, CA.



## Did you know:

- On average, Angelenos waste 64 hours in traffic each year, making LA the most traffic-congested major city in the US.
- Only 16% of Angelenos walk, bike, or take public transit on their daily work commute.
- Fewer than half of Angelenos live within one quarter mile of high-quality transit.

- Source: Los Angeles' Sustainable City pLAN

## Policies and Terminology

**CONGESTION PRICING:** Users get charged a fee that goes up or down based on demand for a limited commodity, in this case the roads.

Models for congestion pricing:

- The first, cordon pricing, is the most common in practice. It sets a variable fee to enter a certain neighborhood, usually the central business district, as is done in London and Stockholm.
- The second model charges drivers based on the number of miles they travel, with rates dependent on the time of day and where the travel occurred.
- Under the third model, drivers are charged on certain busy corridors, like freeways or big arterials, such as Wilshire Boulevard.

**DOCKLESS MOBILITY:** A term that refers to e-scooters, dockless bicycles and other transportation technologies that are not attached to a dock or station when not in use.

**FIRST MILE / LAST MILE:** An individual's trip is understood as the entire journey from origin to destination. Individuals may use a number of modes (types) of transport to complete the journey – they may walk, drive, ride a bicycle, take a train, or - in many cases - combine a number of modes. Bus and rail services often form the core of a trip, but users complete the first and last portion on their own. For example, they must first walk, bike, drive or roll themselves to and from the nearest station. This is referred to as the first and last mile of the user's trip, or "first/last mile" (FLM) for short. Actual distances vary by trip.

**GAS TAX:** Most states exempt gasoline from general sales taxes. However, several states do collect full or partial sales tax in addition to the excise tax. Sales tax is not reflected in the rates below.

**MEASURE R:** a half-cent sales tax increase that has been used to expand the Expo Line connecting downtown Los Angeles to Santa Monica, the Orange Line in the San Fernando Valley, the Silver Line connecting El Monte to the Harbor, and to expedite construction on the Green Line connection to LAX

**MEASURE M:** (a permanent extension of Measure R) which will be used to expedite transit projects such as the Purple Line extension to UCLA, the Gold Line extension to Claremont and dozens of other projects. Measure M provides \$860 billion in funding at a time when other crucial investments are being made in Parks, Housing, and Homelessness.

**ROAD DIETING:** Lane reduction is a technique in transportation planning whereby the number of travel lanes and/or effective width of the road is reduced in order to achieve systemic improvements.

For more terminology visit:  
[bit.ly/TeamTranspoGlossary](https://bit.ly/TeamTranspoGlossary)



- ### Transit Projects
1. Crenshaw/LAX Line
  3. Regional Connector
  5. Orange and Red Lines to Gold Line Transit Connector (North Hollywood to Pasadena)\*
  6. Airport Metro Connector Station
  8. North San Fernando Valley\*
  9. Purple Line Extension Section 1
  10. Gold Line Foothill Extension to Claremont (with ability to extend to Montclair)
  13. Orange Line Travel Time and Safety Improvements
  14. Purple Line Extension Section 2
  15. Purple Line Extension Section 3
  17. East San Fernando Valley
  20. South Bay Light Rail Extension\*
  21. Blue Line Signal and Washington/Flower Junction Improvements
  24. Vermont Transit Corridor\*
  25. Sepulveda Transit Corridor\*
  26. Gold Line Eastside Ext. to Whittier or South El Monte\*
- ### Highway Projects
7. I-5 North County Capacity Enhancements
  16. Sepulveda Pass ExpressLanes
  18. I-105 ExpressLanes
  19. I-710 South Corridor Early Action
  22. I-10 Express Lanes I-605 to San Bernardino Line
  23. SR-57/SR-60 Interchange Improvements
  28. I-405 South Bay Curve Improvements
- ### Bike Path Projects
11. LA River Waterway & System Bike Path
  12. LA River Bike Path and Mobility Hub - San Fernando Valley
- Not shown: MicroTransit, New Bus Rapid Transit Corridors (Phase 1)*



On the bus. 1946. Herald Examiner Collection, Los Angeles Public Library Photo Collection. Los Angeles Public Library. Los Angeles, CA.

## Transportation & Infrastructure Stakeholders

**SCAG:** Southern California Association for Government (SCAG), six-county SCAG region, which includes Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura

**Metrolink:** Metrolink is Southern California's regional passenger/commuter rail system serving over 55 stations across the region.

**Mobility 21:** Mobility 21 is a coalition that brings together public, business and community stakeholders to pursue regional solutions to the transportation challenges facing Imperial, Los Angeles, Orange, Riverside, San Bernardino, San Diego and Ventura counties. A nonpartisan alliance, Mobility 21 delivers a unified voice for the region's transportation priorities and seeks to improve mobility in the region.

**L.A. County Federation of Labor, AFL-CIO, L.A./Orange County Building Trades and Construction Trades Council:** The Los Angeles/Orange Counties Building and Construction Trades Council is in the business of creating good jobs and lifelong careers. It is an umbrella group representing 48 local unions and district councils in 14 Trades. Membership in these unions totals more than 100,000 skilled men and women.

**Caltrans:** California Department of Transportation is an executive department of the US state of California. The department is part of the cabinet-level California State Transportation Agency (CalSTA). Caltrans is headquartered in Sacramento.

**Metro:** The Los Angeles County Metropolitan Transportation Authority (branded as Metro; formerly branded as MTA or LACMTA) is an agency that operates public transportation in the Los Angeles metropolitan area

**Move LA:** Move LA in 2007 to bring together business, labor and environmental leaders and organizations with the goal of raising significant new funding for LA County's transit system. This coalition helped lead the campaign for the Measure R sales tax, and proved to be a powerful force in getting Measure R on the 2008 ballot and winning its passage, with the result that LA has embarked on an ambitious build-out of its transportation system.

**LADOT:** The Los Angeles Department of Transportation, commonly referred to as LADOT, is a municipal agency that oversees transportation planning, design, construction, maintenance and operations within the City of Los Angeles.

**TNC:** Ride-hail Transportation Network Companies (TNC, ie: Lyft and Uber)

**LA County Board of Supervisors:** The five-member Board of Supervisors is the governing body of the County of Los Angeles. Created by the state Legislature in 1852, the Board has executive, legislative and quasi-judicial roles. Members are elected by voters in their respective districts and are limited to three four-year terms.



Los Angeles County Metro Transportation Authority (“LA Metro”) was formed in 1993 out of a merger between the Southern California Rapid Transit District and the Los Angeles County Transportation Commission. It is uniquely the **transportation planner and coordinator, designer, builder and operator** of LA County’s public transit system.

- 4 Light Rail, 2 subway
- 93 Stations
- 98 Miles of Service
- 165 Bus Routes
- 2,308 Metro Bus Fleet



## METRO'S BUS CUSTOMERS



### Frequent Riders

Represent **7%** of LA County residents but **80%** of all Metro bus boardings



### Occasional Riders

Over **40%** would ride more if improvements were made



### Infrequent Riders

Represent **more than half** of LA County



### Non-Riders

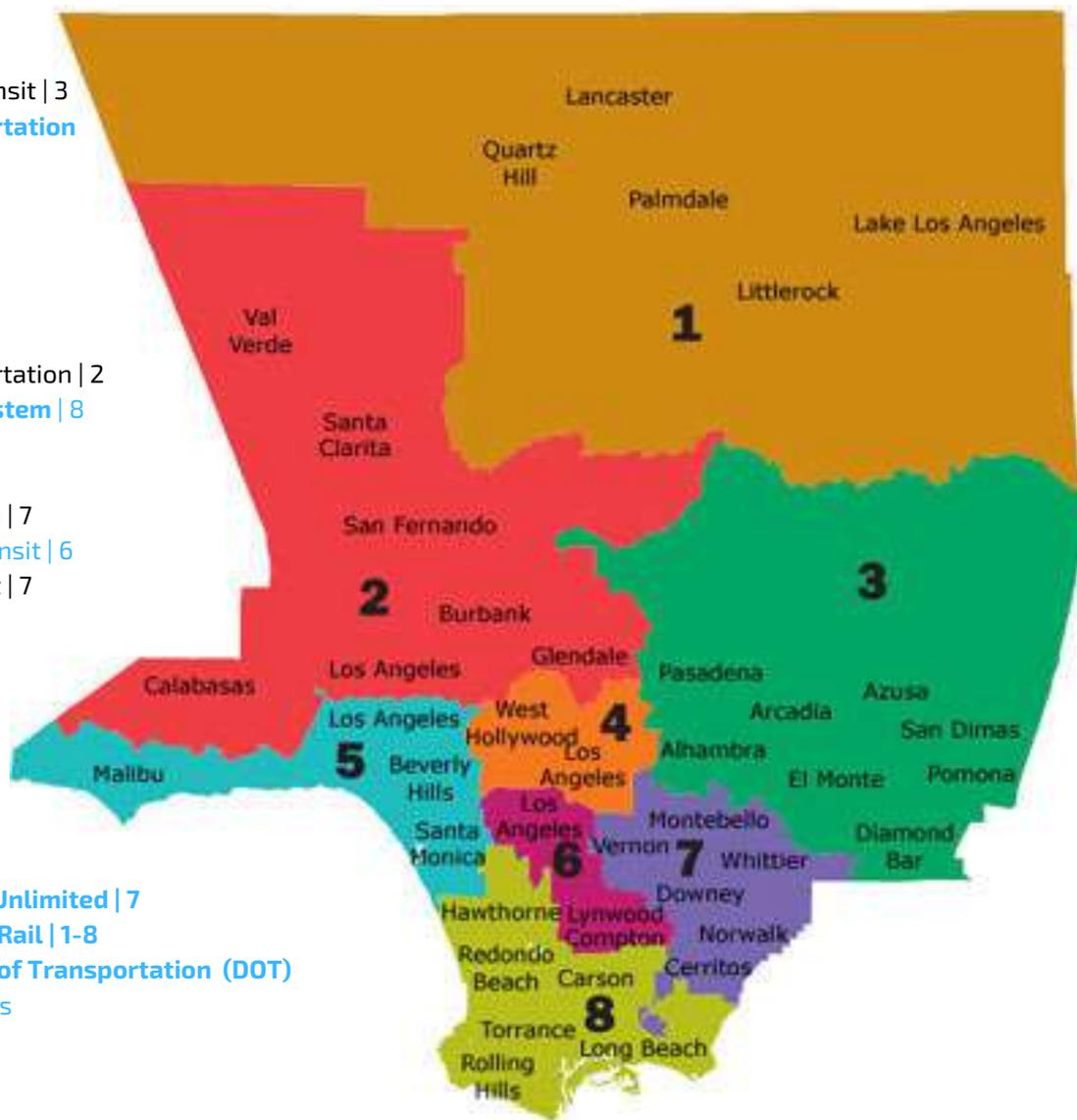
If just **1 in 4** non-riders used transit two times per month, we could **reverse declining ridership**

# Los Angeles County Transit Agencies

**BOLD**= The EZ transit pass is a monthly pass good for local travel on 23 different public transit carriers throughout the Greater LA region.

**BLUE** = All 25 transit systems that support the TAP card, which allows customers to use stored value, passes & single rides to travel in LA County

- [Angels Flight Railway](#) | 4
- [Arcadia Transit](#) | 3
- [Alhambra Community Transit](#) | 3
- [Antelope Valley Transportation Authority \(AVTA\)](#) | 1
- [Baldwin Park Transit](#) | 3
- [Beach Cities Transit](#) | 8
- [Bellflower Bus](#) | 7
- [Bell Gardens Trolley](#) | 7
- [BurbankBus](#) | 2
- [Calabasas Public Transportation](#) | 2
- [Carson Circuit Transit System](#) | 8
- [City of Monterey Park](#) | 3
- [Cerritos on Wheels](#) | 7
- [City of Bell Transportation](#) | 7
- [Compton Renaissance Transit](#) | 6
- [Cudahy Area Rapid Transit](#) | 7
- [Culver CityBus](#) | 5
- [DowneyLINK](#) | 7
- [Duarte Transit](#) | 3
- [Easy Rider Shuttle](#) | 6
- [Foothill Transit](#) | 3
- [Gateway Coach](#) | 3
- [Glendale Beeline](#) | 2
- [GTrans \(Gardena\)](#) | 8
- [Huntington Park Transit Unlimited](#) | 7
- [LA Metro Bus and Metro Rail](#) | 1-8
- [Los Angeles Department of Transportation \(DOT\)](#)
- [Los Angeles World Airports](#)
- [La Puente Link](#) | 3
- [Lawndale Beat](#) | 8
- [LAX Flyaway](#) | 2, 4, 5, 8
- [Long Beach Transit](#) | 8
- [Lynwood Trolley](#) | 6
- [Metrolink and Amtrak](#) | 1-8
- [Montebello Bus Lines](#) | 7
- [Monrovia Transit](#) | 3
- [Norwalk Transit System](#) | 7
- [Palos Verde Valley Transit Agency](#) | 8
- [Pasadena Transit](#) | 3
- [Pomona Valley Transportation Authority](#) | 3
- [Rosemead Explorer](#) | 3
- [Santa Clarita Transit](#) | 2
- [San Fernando Trolley](#) | 2
- [Santa Monica Transit](#) | 5
- [Spirit Bus - City of Monterey Park](#) | 3
- [Torrance Transit](#) | 8
- [Warner Center Shuttle](#) | 2
- [West Hollywood Cityline](#) | 4



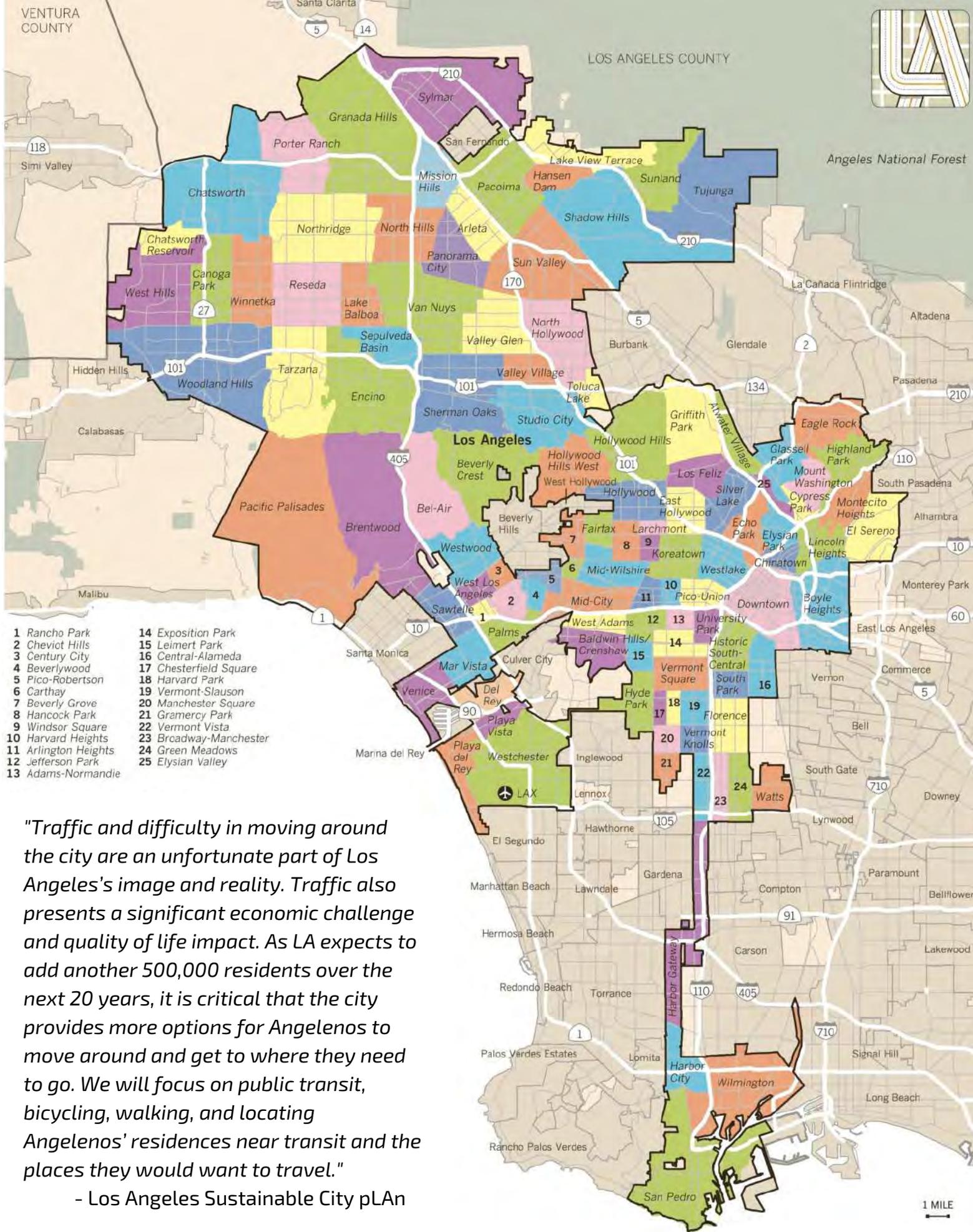
## Service Provider Areas (SPAs)

SA 1 (Antelope Valley) • SA 2 (San Fernando)  
 SA 3 (San Gabriel) • SA 4 (Metro) • SA 5 (West)  
 SA 6 (South) • SA 7 (East) • SA 8 (South Bay/Harbor)

## Los Angeles County Department of Public Works

*Unincorporated County of Los Angeles Transit Services*

- [Acton/Agua Dulce](#) | 1
- [Avocado Heights/Bassett/West Valinda](#) | 7
- [East Valinda Shuttle](#) | 3
- [El Sol](#) | 7
- [Edmund D. Edelman Children's Court](#) | 4
- [Heights Hopper Shuttle](#) | 7



*"Traffic and difficulty in moving around the city are an unfortunate part of Los Angeles's image and reality. Traffic also presents a significant economic challenge and quality of life impact. As LA expects to add another 500,000 residents over the next 20 years, it is critical that the city provides more options for Angelenos to move around and get to where they need to go. We will focus on public transit, bicycling, walking, and locating Angelenos' residences near transit and the places they would want to travel."*

- Los Angeles Sustainable City pLAN

# Transportation by the Numbers

**4.5 Million**

commuters walk, bike, drive, rideshare or take public transit to get to their jobs

Californians pay more than **\$1 per gallon** higher than the national average

**73%** of Angelenos drive alone to work

**6.8%** utilize public transit

Average household in Los Angeles County has two cars

**5%** of households rely solely on other forms of transportation.

**3,000** devices citywide (Los Angeles) under temporary permits

**346** Bike lanes  
**1,053** Bike paths

In LA, land dedicated to parking is larger than Manhattan.

## LA Metro Riders

Average Riders

Other Riders

**20 min**

waiting at a stop or a station

**87%**

spend more than 2 hrs riding on public transit

Ride **6.90** miles one way

**74%**

ride over 7.45 mi one way

**86 min**

riding on public transit

**59%**

wait more than 20 min

**71%**

transfer at least once

**30%**

transfer at least twice

**7 of 10** respondents with disabilities reduce their day-to-day travel because of their disabilities.

**44%**

People with disabilities compensate for transportation limitations by asking others for rides

Transit ridership has declined more than **19%** since 2013.

**93** stations

**100** miles of service

**1.2 million** passenger rides on a typical weekday

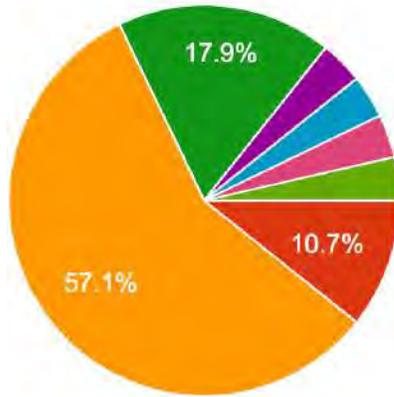
**70%** of all the public transit system in the County

**LA Metro**

# LEAD LA Survey Results

## Which is your preferred mode of transportation?

28 responses



- Bus
- Train
- Car
- Walking
- Would rather walk but have to take car
- Train when accessible and convenient. But I usually drive my car.
- Lyft/Uber
- Motorcycle

### What is your typical length of trip?

- 39.3% at less than 30 min
- 42.9 % at 31- 45 min
- 7.1% at 45 - 60 min
- 10.7% at 60+ min

92.9% of respondents own cars. Among those, there was an equal split between those who have 1 vehicle and those who have 2 vehicles (48.1%). 3.8% own 3 vehicles

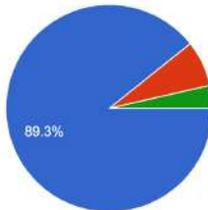
### Do you have a Tap card?

- 78.6% - Yes
- 21.4% - No

## BUS

### Is there a bus stop near your home?

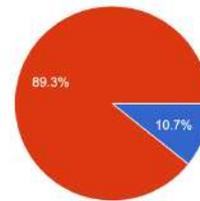
28 responses



- Yes (within a few blocks)
- No
- Maybe
- I don't know

### Did you ride the bus this week?

28 responses

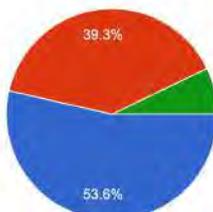


- Yes
- No

## TRAIN

### Is there a train stop near your home?

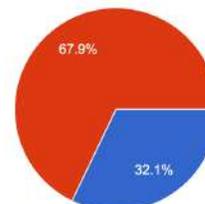
28 responses



- Yes (within a few blocks)
- No
- Maybe
- I don't know

### Did you ride the train this week?

28 responses



- Yes
- No



## Many thanks to our incredible thought partners & mentors!

Tamika Butler, Toole Design

Nolan Borgman, LA Metro

Artie Fields, City of Inglewood

Nat Gale, Toole Design

Elissa Konove, Metro

Phil Law, SCAG

Jessica Meaney, Investing In Place

Mott Smith, Civic Enterprise Development

Jenny Vazquez-Newsum, Coro

## And special thanks to our in-kind donors

Pepperdine School of Public Policy - Breakfast & PM snacks

Rafael Salazar at LA Trade Tech for securing our homebase

Transportation Issue day team is made up of Carson Bruno, Lynnzi Brianza, Alia Kate, John Lulejian, Amy Amsterdam, Jennie Quinonez-Skinner, Heath Seltzer, Corey Matthews



**ISSUE DAY**  
**2020**

# LEAD LA COHORT 2



**Sabrina Cisneros**  
*Public Affairs Advisor*  
California Resources Corporation



**Grace Davis**  
*Director of Operations*  
Chrysalis



**Sylviose Kaminor Dossous**  
*Director, Environmental Design*  
ArtCenter College of Design



**Arianne Edmonds**  
*Founding Director*  
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**Rubi Fregoso**  
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**Gustavo Hernandez**  
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Forward



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Mumtaz Marketing



**Justine Johnson**  
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**Aleen Manchester**  
*Public Affairs Manager*  
California Resources Corporation



**Somjita Mitra, PhD**  
*Chief of Economic Research*  
 California Department of Finance



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 City of Los Angeles, Department  
 of Transportation



**Kate Pynoos**  
*Legislative Deputy*  
 City of Los Angeles, Councilmember  
 Mike Bonin (CD 11)



**Chris Rhie**  
*Associate Principal*  
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*Senior Analyst*  
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**Morgan Roth**  
*Manager, Government  
 Partnerships*  
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**Icela Santiago**  
*Manager of Operations and Strategy*  
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**Cat Shieh**  
*Anti-Hate Training Coordinator*  
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*Director, IPSY for Food*  
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**Sara Templeton**  
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**Saúl Valdez**  
*Program Officer, College Success*  
 The ECMC Foundation



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**Daphne Nisperos Wong**  
*Grants Manager*  
 Community Partners



**Silva Zeneian**  
*Managing Principal*  
 Fiducia CP



**Julija Zubac**  
*Manager of Restorative Communities*  
 Partnership for Los Angeles  
 Schools



# HOUSING AND HOMELESSNESS

---

# 2020

# house hunters

**Presents: Rent Control. Love it or list it?**

**Friday, January 17, 2020**

## Welcome to House Hunters LA, we're your hosts:



Joe Eyn



Casey Williams



Thomas Liu



Ryan Guiboa



Gustavo Hernandez



Julija Zubac

Today's episode will focus on **Rent Control**

**Rent Control:** Landlords of a rent controlled property in Los Angeles can raise the rent a maximum of 3% in a 12-month period for a current tenant. But as of July 1, 2019, they can raise it up to 4%. If the landlord pays the gas and/or electric costs, the landlord can raise the rent an additional 1% per utility.

Are you pro rent control or against rent control?



# Run of Show

Welcome + YKYK & YKDK about Rent Control	9:00-9:30 AM
Icebreaker	9:30-10:00 AM
POP + History of Rent Control	10:00-10:30 AM
Activity 1: Group Discussions	10:30-11:45 AM
Lunch	12:00-1:00 PM
Panel + Q&A	1:15-3:15 PM
15 Min Break	3:15-3:30 PM
Activity 2: Scenarios	3:30-4:30 PM
Closing Discussion	4:30-5:00 PM
Announcements	5:00-5:15 PM
Happy Hour!	5:30 PM

# Skills Practice

Include the following reminder checklist towards the front of your Issue Day Packet:

Capacity-building skills (program outcomes) I intend to focus on today:

## 1. Inquiry

- Ask specific questions to make informed decisions
- Value and incorporate multiple perspectives

## 2. Political Awareness

- Recognize how power and privilege influence public debate
- Understand the landscape of LA government structure

## 3. Effectiveness in Groups

- Exchange feedback with peers to expand self-awareness
- Identify and strengthen capacity gaps when leading groups
- Exercising mindfulness to maximize potential

# Rent Control History and Background in LA

Los Angeles has had 3 main periods in the history of rent control and stabilization – 1940s, 1970s, and the present.

**First period 1940s:** rent control as part of the war effort was enacted by Congress after cities saw a surge of population to supply factories for the war effort. This was largely viewed as successful and was noncontroversial as landlords saw it as patriotic to support the war effort.



BROADWAY & OLYMPIC

# Rent Control History and Background in LA (cont)

**Second period 1970s:** rent control became much more controversial. During this time, there was a combination of high inflation and a rise in home values. Inflation was 10% each year but home values grew at a 20% rate. In 1978, Proposition 13 was passed capping real estate taxation while simultaneously touting the benefits for renters as getting the trickle down effects. When these effects didn't materialize, renters began protests leading the LA City Council to pass the Rent Stabilization Ordinance in 1979.

- Landlord and real estate groups hated this and sought to influence policy at the state level, eventually culminating in the 1995 passage of the Costa-Hawkins Bill which effectively shut down the rent control movement statewide by forbidding rent control on units after 1995 and forbidding cities from instituting new rent control policies.



# Rent Control History and Background in LA (cont)

**Third period present:** Housing expenditures that exceed 30 percent of household income have historically been viewed as an indicator of a housing affordability problem. In the 1970s, LA had an already high 31% of LA renters paying more than 30% of their income on rent. This surged to 61% in 2018. Furthermore the median renter is paying 47% of their income for rent which is the highest rate in the nation. Homelessness has surged as a result.

- This has led to consideration of rent control again. In 2018 there was a ballot initiative to repeal Costa-Hawkins but it was voted down by an overwhelming 2/3 majority. Opponents outspent supporters 71M to 25M and opponents included Lt Gov Newsom.
- In 2019, the Governor signed a bill limiting rent increases to 5% plus inflation. There were surprising supporters of this bill including the business roundtable and the apartment landlords association, signifying a shifting stakeholder map.
- 2020 – rent control bill will be on ballot with a initiative to give cities the authority to adopt rent control. This initiative is started by the AIDS Healthcare Foundation, a rather odd supporter.



# Rent Control History and Background in LA

## RECAP:

- There were 3 main periods - 1940s, 1970s, the present
- The main debate is between offering housing stability to current residents at the cost of disadvantaging those who have not yet moved to Los Angeles and at the cost of efficient markets.
- Rent stabilization is a political winner (future residents don't get a vote) that most economists disagree with.
- Rent stabilization may not be the hottest topic in housing (homelessness is), but it presents an interesting study on political dynamics. Rent stabilization is one of the rare issues where a majority with dispersed benefits is able to overcome a well-funded opposition with acute benefits.



ECHO PARK

# Adaptive/Technical Challenges + Solutions



## **Adaptive Challenge:**

How do you incentivize affordable housing without disincentivizing new housing development?



## **Technical Challenge(s):**

Rent prices are too high for future residents. Current residents are disincentivized to move. Implementation takes time, money and resources to educate & enforce.

**By the end of the day,** our cohort will: have a more nuanced understanding of how rent control affects affordable housing.



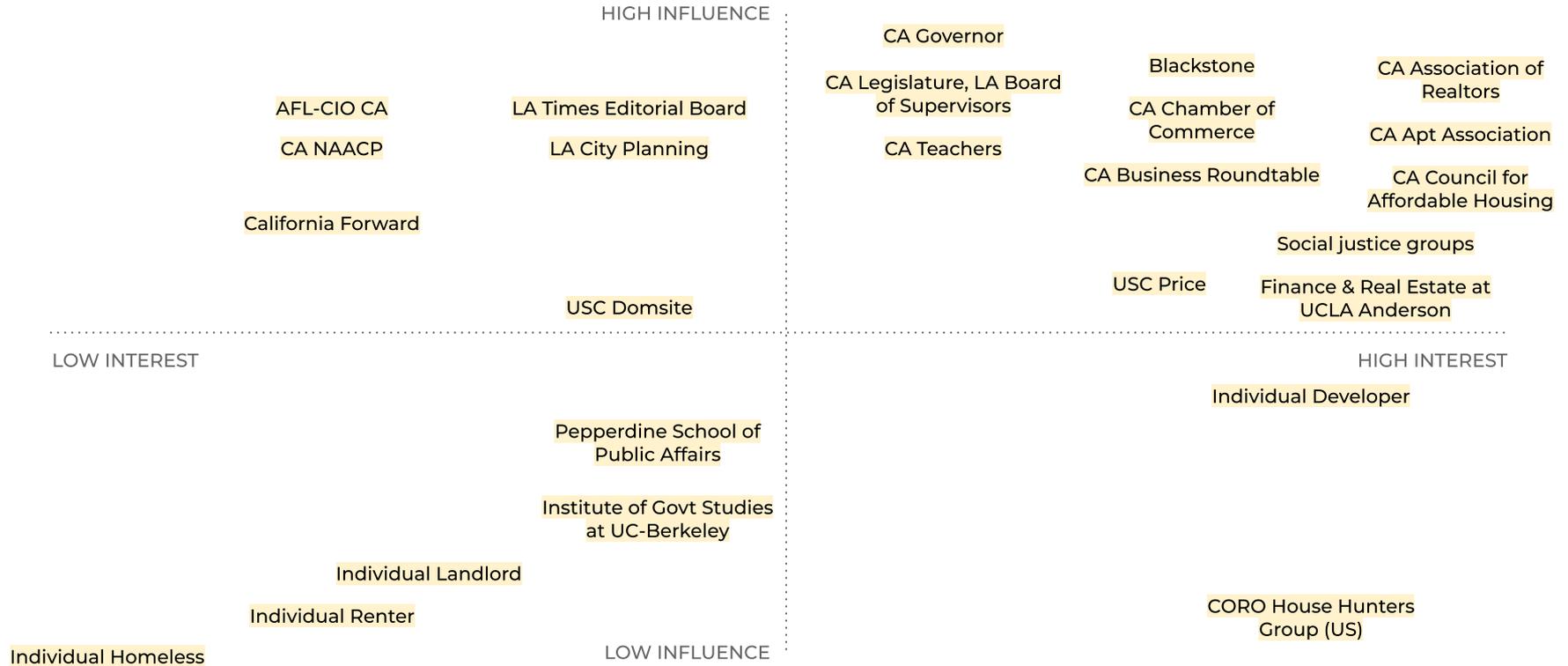
## Process

**Guiding Questions:** Should rent control continue in Los Angeles?

### **Focusing Questions:**

1. Who ultimately holds the power when implementing rent control decisions: policy makers, voters, developers, landlords, etc.?
2. What is the economic impact of rent control?
3. What is my knowledge and experience with rent control?

# Stakeholder Map



# Activity 1

## 10:30-10:45 AM Review YKYK, YKDK, DKDK

## 10:45-11:15 AM Small Group discussions

- Break into evenly dispersed groups (Pro/Against/Neutral in every group, if possible)
  - Discussion Questions:
    - What is rent control designed to enforce? What protections does it allow? What factors affect rent pricing levels?
    - Who are the stakeholders? (Draw out a map)
    - Where is each stakeholder advantaged/disadvantaged?
    - What is the city's responsibility to its citizens regarding housing?
    - Identify the adaptive challenge
    - Please prepare a few questions for the panelists (ideally 1 for each panelist)

## 11:15-11:45 AM Large Group discussion

- Each group may share key takeaways, learnings, questions.

## Council Member Alex Fisch



Council Member Alex Fisch was elected to the City Council in April 2018. Alex previously served as the Chair of the City's Committee on Homelessness, and he now sits on various Ad Hoc and standing Subcommittees of the City Council, including the Regional Oil Operations Subcommittee, Housing and Homelessness Subcommittee, the Culver City School Unified District/City Council Liaison Subcommittee, the City Council/West Los Angeles College Liaison Subcommittee, and the AARP Network of Age-Friendly Community Program Subcommittee.

Alex is also an attorney for the California Department of Justice, in the Natural Resource Law Section of the Attorney General's Office. He was previously a shareholder at a Century City law firm and was a founding Director of the Institute for Field Research - an independent, nonprofit academic organization that delivers rigorous archaeology field schools to students around the world.

Alex is a graduate of UC Berkeley and the UCLA School of Law. His particular interests include making Culver City an even better place for families, ending neighborhood oil drilling, and increasing housing opportunities and transportation options so that Culver City can maintain its diversity, create safe streets for all, transition to environmental and fiscal sustainability, and demonstrate leadership in the fight to prevent climate breakdown.

## Paul DeMartini



Paul DeMartini joined Tishman Speyer in 2005 and is currently responsible for the company's operations in Southern California. Additionally he provides Senior Managing Director oversight for activity in the Washington D.C. region, where he previously served as Regional Director. He joined the firm as part of the Leadership Development Program, working in New York, Washington D.C. and Los Angeles. Throughout his tenure has been responsible for the acquisition, disposition and development over 12.5 million square feet of real estate, with a value of \$6 billion. Previously, he worked in investment banking at Merrill Lynch and as a consultant for Andersen Consulting. Mr. DeMartini is a member of the Urban Land Institute and serves as Vice Chair of the Office Development Council. He graduated cum laude from UCLA with a BA in business economics and received his MBA with honors from the Wharton School at the University of Pennsylvania, where he was a Palmer Scholar.

## James Ward Litz



James Ward Litz operates his own Public Affairs Consulting firm, specializing in Community Relations, Land Use Entitlement, and promoting home ownership opportunities. Since 1994, Litz has been the Government Affairs Director for the Greater Los Angeles Association of REALTORS(r), and has represented a diverse client base ranging from billboards to cannabis. He serves on the Board of Directors for the Los Angeles County Business Federation, and as Trustees on Political Action Committees for the Apt. Assoc. of Greater LA, Hollywood Chamber of Commerce, and BizFed.

## René Christian Moya



René Christian Moya is the Campaign Director for Housing is a Human Right - the housing advocacy division of the AIDS Healthcare Foundation. A fierce advocate for housing rights, Mr. Moya was previously the Housing Campaign Organizer at the Alliance of Californians for Community Empowerment (ACCE) and the Proposition 10 campaign. He is also a volunteer member and organizer with the Los Angeles Tenants Union. Mr. Moya studied Law at the School of Oriental and African Studies in London, and Government at Dartmouth College. He lives in Los Angeles.

# Activity 2

## 3:30-4:00 PM Small Group Activity

- In small groups review the scenarios provided and consider the adaptive/technical challenges and solutions per stakeholder.
  - **Decide:** Which option is best to move forward with from each stakeholders POV?
  - **Consider:** Who ultimately has the power in this scenario? Who benefits from each possible outcome? What are your biases?

## 4:00-4:30 PM Large Group Activity

- We'll talk through the scenario and review each possible outcome.
- One representative from each group will share their decisions and what brought them to that decision.
- Open discussion.

# Glossary

**Rent Regulation:** General term referring to policies that aim to make rent affordable

**Rent Freeze/Rent Control:** Rent regulations that strictly limit increases in rent.

**Moderate Rent Control/Rent Stabilization:** Rent regulations that are more flexible (e.g., allow for small annual rent increases, vacancy decontrol, etc.)

**Vacancy Decontrol:** A rent regulation stipulation that sets units back to going rate after tenant leaves.

**Forced Mobility:** When a tenant leaves a unit in which they would like to stay because of increased rent, decreased habitability, and other means landlords might use to force a vacancy.

**Gentrification:** The process of renovating and improving a district so that it conforms to middle-class taste.

# Next Steps & Acknowledgments

## Next Steps:

Please review the readings + resources on the next page, attend your neighborhood town hall meetings, attend local tenants union meetings and check out the Affordable Housing Legislative Town Hall tomorrow at 10:30am at the Japanese American Cultural & Community Center. **And Vote!**

## Acknowledgments:

All of our interviewees/stakeholders who took time out of their very busy lives to speak with us.

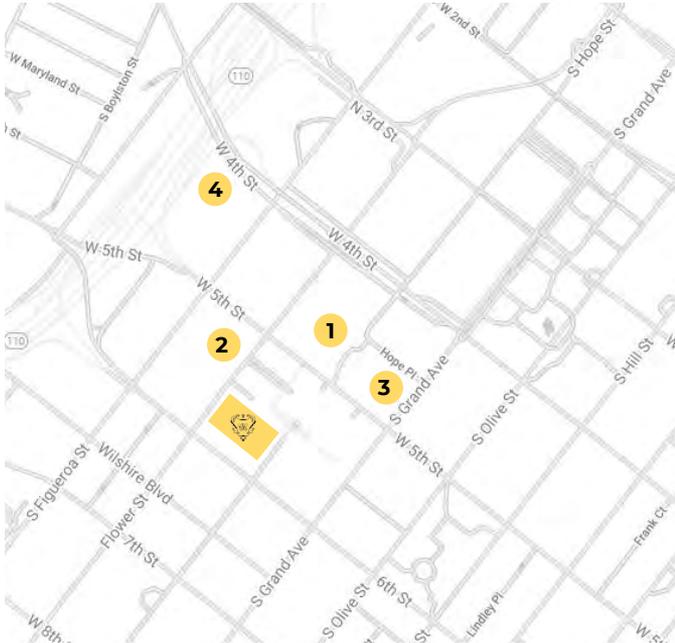
- Alisa Katz, UCLA (former Coro alum)
- Allison Korte, LAHSA (CoreLeadLA alum)
- Audrey Handelman, Gensler
- Carson Bruno, Pepperdine University (Coro LeadLA alum)
- Jessa Orluk, Liberty Hill Foundation
- Coro for bringing us together and providing this opportunity.
- Jenny -- we couldn't have done this without your guidance!



# Reading & Resources

- What does Economic Evidence tell us about the effects of rent control?  
<https://www.brookings.edu/research/what-does-economic-evidence-tell-us-about-the-effects-of-rent-control/>
- Economist - Democrats Clamour again for rent control  
<https://www.economist.com/united-states/2019/09/19/democrats-clamour-again-for-rent-control>
- Urban.org - Rent Control:  
[https://www.urban.org/sites/default/files/publication/99646/rent\\_control.\\_what\\_does\\_the\\_research\\_tell\\_us\\_about\\_the\\_effectiveness\\_of\\_local\\_action\\_1.pdf](https://www.urban.org/sites/default/files/publication/99646/rent_control._what_does_the_research_tell_us_about_the_effectiveness_of_local_action_1.pdf)
- USC - Rent Matters: What are the impacts of rent stabilization?  
[https://dornsife.usc.edu/assets/sites/242/docs/Rent\\_Matters\\_PERE\\_Report\\_Web.pdf](https://dornsife.usc.edu/assets/sites/242/docs/Rent_Matters_PERE_Report_Web.pdf)
- UCLA - People are simply unable to pay the rent  
<https://luskincenter.history.ucla.edu/wp-content/uploads/sites/66/2018/09/People-Are-Simply-Unable-to-Pay-the-Rent.pdf>
- Stanford - The effects of rent control expansion on tenants <https://web.stanford.edu/~diamondr/DMQ.pdf>
- Freakonomics - Rent Control Podcast: <http://freakonomics.com/podcast/rent-control/>
- Economist - Rent control will make housing shortages worse:  
<https://www.economist.com/leaders/2019/09/19/rent-control-will-make-housing-shortages-worse>
- Gimme Shelter Podcast: <https://podcasts.calmatters.org/gimme-shelter/>

# Lunch Restaurant Options



1. Mendocino Farms  
444 Flower Street, LA 90071  
(sandwiches, soups, salads)
2. Lemonade  
505 Flower Street, LA 90071  
(seasonable comfort-food)
3. Sweetgreen  
601 W. 5th Street, LA 90071  
(salads & bowls)
4. Jimmy John's  
445 S Figueroa St, LA 90071  
(sandwiches)

**Thank you!**



# CRIMINAL JUSTICE AND PUBLIC SAFETY

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# 2020



CRIMINAL JUSTICE AND PUBLIC SAFETY  
**ISSUE DAY PACKET**

FEBRUARY 7, 2020

# What is LA's responsibility to balance youth and community safety?



EXPLORING YOUTH JUSTICE IN LOS ANGELES

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*This guide is meant to provide issue day-specific information to help participants start the day in an informed and productive manner.*

**Chuco’s Justice Center** was formerly known as the David V. Kenyon Juvenile Justice Facility, a juvenile delinquency court that closed its doors in 2013. Since April 2019, the Center became the new home for the Youth Justice Coalition (YJC), an advocacy organization that is working to challenge race, gender and class inequality in LA County’s and California’s juvenile justice system. The space was named in memory of Jesse “Chuco” Becerra, one of the YJC’s youth organizers who was killed in September of 2005. The Center is a hub for organizers and artists, and it serves as a community resource that houses programs geared toward youth and the re-entry population.



# PURPOSE

## CIVIC CHALLENGE

What is LA's responsibility to balance youth and community safety?

## HISTORICAL BACKGROUND

Prior to the 1900s, law enforcement agencies did not distinguish between the treatment of adults and minors. In 1910, the Los Angeles Police Department established the Juvenile Division in order to address children's particular needs and problems. However, the separation of adult and juvenile justice systems has not fully addressed the safety and well-being of young people. In recent years, many cities and counties have grappled with reforms to juvenile justice systems that have been accused of being overly punitive and impeding their own rehabilitative goals.

Locally, when local law enforcement officers (including LAPD and the LA County Sheriff's Department) refer young offenders to juvenile court, County probation officers take over their cases. The LA County Inspector General issued a critical report (2019) of the LA County Probation department that both staff and the youth in their care often failed to follow the rules. This report included allegations of verbal and physical violence, increased use of pepper spray, sexual violence, and neglect of mental health resources. Further, the LA County Department of Mental Health reported that over 90% of youth in the juvenile halls have an open mental health case, yet the County's current juvenile incarceration model failed to adequately address these needs. In response to these reports and a tour of Barry Nidorf Juvenile Hall, the LA County Board of Supervisors introduced a motion (authored by Supervisors Mark Ridley-Thomas and Janice Hahn) in June 2019 that instructed the departments related to the care of delinquent youth on alternative placement options and enhancing mental health services in the system.

This motion was shortly followed by a motion in August 2019 (authored by Mark Ridley Thomas and Sheila Kuehl) directing the Chief Executive Officer and the Director of the Office of Diversion and Reentry to co-convene a Youth Justice Work Group, comprised of stakeholders from across the County, in both government agencies and advocacy organizations. The Working Group was directed to explore the transition of the County's juvenile justice system out of the Probation Department into a new, health-focused juvenile justice agency.

Those who have spoken in favor of this motion have expressed a range of views on how aggressive reform measures should be, but generally agree that previous reform efforts have not

done enough to improve the welfare of youth in the County's care. Many in the non-profit juvenile justice advocacy space have also fought for measures such as increased access to activities and services to meet youth needs without establishing a permanent arrest or criminal record; increased capacity for effective community-based youth diversion and development; and improved collaboration between law enforcement agencies and youth-serving providers.

Critics of Supervisors Ridley-Thomas and Kuehl's August motion argue that the measures articulated in the motion may compromise public safety. In Sheriff Alex Villanueva's testimony to the LA County Supervisors, he argued:

*We're trying to find ways so [juveniles] don't go into jail, they don't go into the system, they are not part of probation [...] but once they're in the system, then they are in our responsibility. Diversion alone cannot be applied as a solution to every individual in the criminal justice system. [...] Especially in the high end of the felony section [some people] are not going to be diverted. That is a direct threat to the public safety.*

Jonathan Byrd, Union Executive for Los Angeles County Probation Officers Union remarked further "the law enforcement portion of [the juvenile justice system] is the portion that make[s] the environment more controlled." Others, including Supervisor Janice Hahn, believe changes to the juvenile justice system should start with better staffing, more resources for staff, and more funding for community based organizations (among other things) as a first measure.



## YOUTH JUSTICE SYSTEM AT-A-GLANCE



**Youth receives appropriate services in school, home, and community, with no justice involvement**



**Youth comes into contact with law enforcement**

Counsel, Refer, Release

Pre-Arrest

Post-Arrest



**Case adjudication**

Probation

District Attorney

Court

Youth is processed in court, halls, and/or camps



**Youth re-enters community**

BY THE NUMBERS

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# 8,000 youths

The Probation Department has supervisory responsibility for more than 40,000 adult clients and about 8,000 youth, more than 900 of whom are in juvenile halls, probation camps, and other facilities.

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# 6% vs 36%

population on probation

While Black youth are 6 percent of County youth population, they are 36 percent of youth on probation. Latinx youth are 48 percent of County youth population but 56 percent of youth on probation.

---

# 16x

About 16 black youths out of every 1,000 are arrested. This is 3 times higher than Latinx youth, 5 times higher than White youth, and 34 times higher than Asian youths.

From 2007 to 2017, the percentage of Black youth arrested increased 5 percent while Latinx and White juvenile arrests decreased over that same time period.

Black and Latinx youth are also more likely to be supervised by probation

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# \$1 billion

Los Angeles County's Probation Department has a budget of almost \$1 billion.

---

# 47%

In 2017, misdemeanors comprised 47 percent of arrest and felonies were another 46 percent.

Status offenses, such as truancy and running away from home, were 6 percent of total arrests. Note that with overall arrests decreasing, the proportion of felony arrests are increasing.

---

# 68% eligible

In 2005, 82 percent of arrests were diversion eligible. That fell to 68 percent in 2017. As arrest rates have declined, proportion of violent felony arrests have increased. However, Black youths are more likely to be arrested for violent felonies and thus less likely to be ineligible for diversion programs.

---

# 24 → 4

per 1,000 per 1,000

The juvenile arrest rate in Los Angeles County fell from 24 per 1,000 youth in 2005 to 4 arrests per 1,000 youth in 2017.

---

# 2 out of 22

There were 22 diversion programs in LA in 2017: 16 allowed diversion before transferring to probation, 5 allowed diversion before transferring to district attorney and 1 allowed district attorneys to divert before formally transferring to juvenile court. Only two programs explicitly diverted youth before arrest or citation.



## **CIVIC CHALLENGE**

Would a health-based juvenile justice system in Los Angeles County ensure the safety of youth and the community as a whole?

## **FOCUSING QUESTIONS**

### **POWER & PRIVILEGE**

- What is the role of the juvenile justice system in terms of prioritizing rehabilitation, restitution, and deterrence?
- Who benefits and who suffers from the current juvenile justice system? Who benefits and who might suffer from proposed County reforms?
- What would certain stakeholders need to sacrifice in order to move to realize a health centered youth justice system?

### **FUNDING/ECONOMIC IMPACT**

- How and by whom is this policy funded? What might their interest in reform be?
- What is the fiscal impact of shifting towards a wraparound services-based approach? How might it affect funding sources?
- What are the social costs and benefits of reforming the existing system with expanded resources versus transforming to a new model?

### **PERSONAL TO POLITICAL**

- Think about a young person in your life. If they violated the law, how would you want them to be treated? Would it matter if it was a minor/non-violent crime?
- Think about being the victim of a crime committed by a young person. How would you want them to be treated?
- How might victims/survivors be affected by moving towards a health focused juvenile justice system?



**STAKEHOLDER MAP**



# OUTCOMES

## POWER & PRIVILEGE LENS

- Understand the role that Los Angeles County plays in youth justice and existing programs.
- Understand how a proposed shift to a health centered juvenile justice system might impact (positively or negatively) existing stakeholders.

## FUNDING COMPONENT

- Assess economic interests of stakeholders in the juvenile justice system.

## PERSONAL TO POLITICAL ELEMENT

- Reflect on your personal bias regarding youth justice.



# PROCESS

## TIMELINE

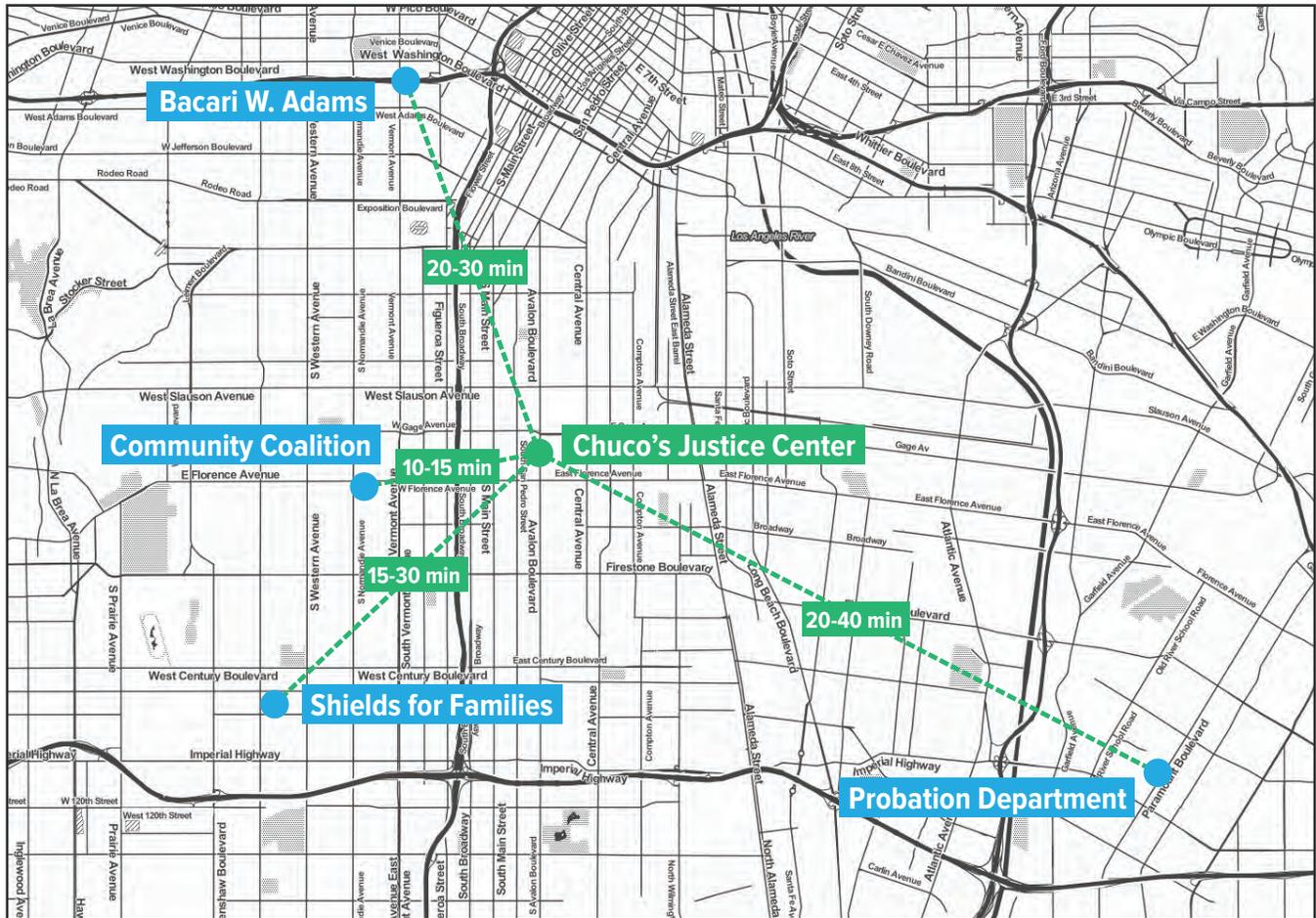
Time	Description	Location
8:30 a.m.	Breakfast and opening exercises	Chuco's Justice Center 7625 S Central Ave
9:20 a.m.	Review POP	
9:30 a.m.	Guest speaker and Q&A: Javier Stauring	
10:15 a.m.	Explain logistics/Interview Prep	
11:00 a.m.	Interviews	Various locations
12:30 p.m.	Reconvene at Chuco's Justice Center for lunch	Chuco's Justice Center 7625 S Central Ave
1:30 p.m.	Afternoon Icebreaker	
2:00 p.m.	Afternoon Debrief	
3:30 p.m.	Break	
3:40 p.m.	Closing Activities	
4:15 p.m.	Call to Action	
4:35 p.m.	End	
5:00 p.m.	Happy Hour (optional)	

## IMPORTANT NOTES

For any day-of issues, please call or text Somjita Mitra at 714-931-4490 and/or Lilly O'Brien at 202-744-1994.



## VENUE MAP



**CHUCO'S JUSTICE CENTER**  
 7625 S Central Ave  
 Los Angeles, CA 90001  
 Contact: Somjita Mitra, 714-931-4490  
 Lilly O'Brien, 202-744-1994

**COMMUNITY COALITION**  
 8101 S. Vermont Avenue  
 Los Angeles, CA 90044  
 Contact: Miguel Dominguez, 323.750.9087

*Street parking available off of 81st Street.*

**LA COUNTY PROBATION DEPARTMENT**  
 9150 E. Imperial Hwy  
 Downey, CA 90242  
 Contact: Yolanda Barrozo, 562-940-2512

*As you enter the lot on Imperial Hwy, veer left towards Visitor Parking. A space will be reserved under Chris Rhie's name.*

**SHIELDS FOR FAMILIES**  
 11601 S. Western Ave  
 Los Angeles, CA 90242  
 Contact: Irving Quinones, 323-605-7901

*Parking is available near the Shields For Families administration building, which shares its parking lot with Food4Less on Imperial Highway and Western. There is only one entrance to Shields For Families. The receptionist will direct interviewers to the upstairs conference room.*

**BACARI W. ADAMS**  
 2038 South Union Ave  
 Los Angeles, CA 90007  
 Contact: Sara Templeton, 805-729-6462

*Small parking lot behind the bar and street parking available on Union Ave and 24th Street.*



# SKILL PRACTICE

## CAPACITY-BUILDING SKILLS (PROGRAM OUTCOMES) I INTEND TO FOCUS ON TODAY:

### INQUIRY

- Ask specific questions to make informed decisions
- Value and incorporate multiple perspectives

### POLITICAL AWARENESS

- Recognize how power and privilege influence public debate
- Understand the landscape of LA government structure

### EFFECTIVENESS IN GROUPS

- Exchange feedback with peers to expand self-awareness
- Identify and strengthen capacity gaps when leading groups
- Exercising mindfulness to maximize potential



# BIOGRAPHIES

## KEYNOTE SPEAKER



**Javier Stauring** is a founding member of Healing Dialogue and Action and has spent his entire career accompanying young people in the juvenile justice system, survivors of crime, and families of both. Prior to joining HDA, Javier served as the Co-Director of the Office of Restorative Justice of the Archdiocese of Los Angeles from 1992-2015, where he oversaw the largest Catholic detention ministry program in the nation, as well as the ORJ victim's ministry. He is committed to the radical transformation of the juvenile and criminal justice systems. He believes in the principles of restorative justice which call for reconciliation and healing of victims, offenders and communities. Javier has received international recognition for his life's work, including being commended in Sweden by the World's Children's Prize for his advocacy work with incarcerated youth and victims of crime. He is also the first United States citizen to receive the international award from Human Right Watch.

## INTERVIEWEES



**Sheila Mitchell** is Chief Probation Officer for Los Angeles County's Probation Department and a full time mother. She began her career in criminal justice after a successful career as an executive manager with AT&T. As the first Deputy Commissioner of Quality Assurance/Internal Affairs of the Georgia Department of Juvenile Justice, Sheila created and implemented a quality assurance system that received national acclaim from the U.S. Department of Justice and improved the lives of Georgia's incarcerated youth. Before coming to Los Angeles, Sheila served as the Assistant Chief Probation Officer with the Alameda County Probation Department. In 2004, she was appointed by the County of Santa Clara, California, to head a Probation Department team of 1,000 employees. Sheila served as Unity Care's Chief Operating Officer in 2016, before moving to Los Angeles.



**Daniel Mejia** is the Chief Executive Officer at Breaking through Barriers to Success (BTBTS). BTBTS was founded in 2016 as a community-based organization to meet the needs of underserved communities in Los Angeles with an emphasis on serving high-risk and at-risk youth, young adults and their families. Inspired by his own troubled youth and involvement with gangs, Mejia dedicated his life to ending gang violence in Los Angeles. His history of working with youth began in 2007 as an undergraduate.



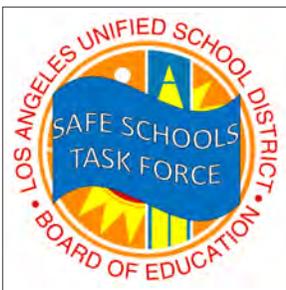
**Cyn Yamashiro** is the founding executive director of the Center for Juvenile Law and Policy at Loyola Law School. Prior to his appointment at Loyola Law School, he served as Deputy Public Defender III with the Los Angeles County Public Defender's Office where he tried 52 cases to a jury and litigated more than 200 bench trials in municipal, juvenile, and superior court. During his 10 years with the Office, Yamashiro served as Long Cause Felony Trial Attorney in the Los Angeles Criminal Division, Deputy in-Charge with the Juvenile Division in Compton and Felony Trial Attorney at the LAX Courthouse in Los Angeles. Cyn Yamashiro is L.A. County Supervisor Mark Ridley Thomas' appointee to the Los Angeles County Probation Commission. He was a founding member of the Pacific Juvenile Defender Center and the Center for Juvenile Justice in Boulder Colorado. Earlier in his legal career, Yamashiro worked with the San Diego County Public Defender's Office, and Minami, Lew & Tamaki in San Francisco.



**Greg Srolestar** is the Director of Technical Assistance at Fair and Just Prosecution, a non-profit organization that brings together newly elected local prosecutors as part of a network of leaders committed to promoting a justice system grounded in fairness, equity, compassion, and fiscal responsibility. Greg focuses on the interconnected challenges facing youth, including the justice system, educational barriers, the child welfare system, mental health, housing instability, and other impediments to success. Before coming to FJP, he consulted for Seedling Consulting Group, conducting both quantitative and qualitative analyses to determine how social programs are impacting the lives of children and families. He holds a Master’s Degree in Public Policy from UCLA, a B.A. from Vassar College, and is a proud native Angelino committed to making change in his community.



**Miguel Dominguez** is Director of Youth Programs at Community Coalition. Dominguez developed his passion for organizing as a student at UCLA when he realized the wide disparities between his home and his university, separated by just 12 miles. He began his activism by fighting for retention issues to change university policy to better serve Black and Brown students on the campus and now continues his commitment to improving the quality of education for students in South LA and other historically underserved communities at Community Coalition, a non-profit organization that advocates for smart and effective crime-reduction strategies that focus on prevention, and alter the social and environmental conditions that foster crime.



**Lieutenant Aaron Piszewicz** from the Los Angeles School Police Department coordinates with the Safe Schools Task Force. **Joe Ivankey** is part of the mental health evaluation team. The Safe Schools Task Force (SSTF) was created in response to the LAUSD Board Resolution Safeguarding our schools: Demanding Common Sense Gun Laws and Best Practices to Protect our Students and Staff (Res-030-17/18). The SSTF includes community groups, parent groups, law enforcement partners, students, school staff, labor partners, and District personnel. The SSTF is divided into six sub-committees tasked with reviewing existing District safety policies, developing metrics to determine policy progress and effectiveness, creating strategies to improve upon existing policies, and make recommendations for new programs.



**Danielle Lowe** is the Director of Behavioral Services and has been with the organization for 15 years. **Sara Dodd** is the Behavioral Services Clinical Supervisor. **Irving Quinonez** and **Terry Payne** are Program Coordinators for Juvenile Justice. SHIELDS provides supportive services and programs to more than 10,000 children and parents every year. These programs encompass the full spectrum of human needs—from basic needs, like shelter, housing and transportation, to substance-abuse treatment to child protective services. SHIELDS partners with the Los Angeles County Department of Probation to provide collaborative, community-based MST and FFT services to low-income, high-risk individuals and families. The MST program is primarily funded by the Department of Mental Health EPSDT program and the Department of Probation Schiff Cardenas Funding.



**Ferny Obeso** Fernanda “Ferny” Obeso – Fresh off of a flight from Brooklyn, NY is the newest bilingual Therapist at Maryvale, Short Term Residential Therapeutic Program, where she serves young girls who are victims of trauma. While in NY Ferny was a Domestic Violence Victims Counselor for Metropolitan Hospital in Manhattan, a Court based therapist at Red Hook Community Justice Center and a Psychotherapist at the Interborough Development & Consultation Center in Brooklyn, NY. Ferny is a devoted advocate for mental health and is committed to sharing her expertise with the world. Prior to obtaining her Masters from NYU’s Silver School of Social Work, Ferny studied mental health in several countries, including Costa Rica, Mexico, France, and Argentina. These opportunities in addition to growing up in El Centro, CA, a poverty stricken border town, have truly fueled her passion for social change. Her philosophy is simple, everyone deserves an opportunity, and she’s here to make sure they know just that!

**Frank Santoro** (not pictured) has been an attorney for over 20 years. He serves as the Assistant Head Deputy Attorney on Juvenile cases for the Los Angeles County District Attorney’s Office. The District Attorney’s office deal with two types of juvenile cases: dependency and delinquency cases.



## NEXT STEPS

### CIVIC ENGAGEMENT & POLITICAL ACTION

- Vote in the LA County Supervisor elections for the 2nd, 4th, and 5th Districts on March 3, 2020. Read where the 2nd District candidates stand on LA County’s juvenile halls.
- Vote in the LA County District Attorney election on March 3, 2020. Read about the significance and recent debate. Visit the candidates’ websites:
  - » <https://www.jackielacey.com/>
  - » <https://rachel4da.com/>
  - » <https://www.georgegascon.org/>
- Attend Los Angeles County Supervisors meetings, which are scheduled every Tuesday at the Kenneth Hahn Hall of Administration (500 W Temple St).
- Keep an eye out for the Youth Justice Work Group meetings that will be convened in early 2020 to explore the transition of the County’s juvenile justice system out of the Probation Department, per the Board of Supervisors’ August 2019 motion.
- Take action to free the vote for formerly incarcerated people in California with ACA 6, a constitutional amendment that will ask voters to restore the right to vote to people on parole.



# READINGS AND RESOURCES

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## RELATED INFORMATION AND LINKS

### STAT LINKS

- [Los Angeles County Jail System By the Numbers](#)
- [List of County Correctional Facilities & Jails](#)
- [LA County Office of Diversion and Reentry](#)
- [A portrait of Los Angeles County](#)
- [Los Angeles County Probation Department Data](#)
- [Cal DOJ Data](#)

### MULTIMEDIA

- [History of the Juvenile Justice System](#)
- [Serial Season 3, Episode 8: A Madman's Vacation](#)

### READINGS

- [LA County Probation Reform and Implementation Team: Summary Report of the Los Angeles County Probation Systemic Reform Plan](#)
- [Supervisor Mark Ridley-Thomas: Restructuring LA County's Juvenile Justice System](#)
- [NBC News: LA County Probation Department May No Longer Oversee Juvenile Offenders](#)
- [The Chronicle of Social Change: Los Angeles May Sever Juvenile Justice System from Probation Department](#)
- [Editorial: Break Up the L.A. County Probation Department](#)
- [LA Times: Dysfunction at juvenile detention centers is bigger than pepper spray, L.A. County report says](#)



# GLOSSARY

Term	Definition
Adjudication	Analogous to an adult “conviction,” this is a formal finding by the juvenile court, after an adjudicatory hearing or the entering of a guilty plea/admission, that the juvenile has committed the act for which he or she is charged.
Arraignment	A portion of the “initial hearing,” interchangeable with the term “presentment,” in which the youth is brought to court and read the formal charges against him or her that are alleged in the petition. This is the stage at which a juvenile must admit or deny the charges.
Delinquent Act	An offense committed by a juvenile that would be classified as a crime if committed by an adult.
Detention	Juveniles charged with delinquent acts may be detained by court order pending an adjudicatory and/or disposition hearing. A youth may be placed in a detention center at different points throughout the juvenile case.
Diversion	Refers to any program that is an alternative to the filing of a court petition and which keeps the youth from entering the juvenile court system by referring the child to counseling or other social services. Diversion is designed to enable youth to avoid a formal charge through the filing of a petition.
Probation	A disposition option available to the court as an alternative to commitment, in which an adjudicated juvenile may be released back into the community under certain conditions and under the supervision of a probation officer for a specified period of time.
Probation Officer	An employee of the probation department who works closely with the court and is involved with a juvenile’s case at various stages of the proceedings. Preliminarily, a probation officer may perform the initial intake interview to determine if a case can be diverted from the juvenile court. Probation officers often prepare a predisposition report for the court after a child has been adjudicated and make recommendations for disposition.
Restorative Justice	A system of criminal justice which focuses on the rehabilitation of offenders through reconciliation with victims and the community at large.

Adapted from: <https://njdc.info/juvenile-court-terminology/>



# ACKNOWLEDGEMENTS

While preparing for this Issue Day, we spoke with a number of individuals who were gracious and generous with our time - and understanding of our limited knowledge to start. We wish to extend our thanks to Javier Stauring and each of our interview subjects who graciously lent us their time today.

We are deeply indebted to Jenny Vasquez-Newsum of Coro Southern California for her guidance, and to Assistant U.S. Attorney John L. Lulejian of the U.S. Department of Justice for challenging us to confront our biases and craft a day of inquiry that balanced multiple perspectives. We also thank the court officers who gave us insight: the Honorable William A. Crowfoot and the Honorable Christopher W. Dybwad of Los Angeles County Superior Court, and the Honorable Sheila A. Huddleston and the Honorable Stephen F. Frazzini of Connecticut Superior Court.

Julio Marcial and Lisa Small of the Liberty Hill Foundation were instrumental in helping us select a venue for our Issue Day, and connecting us with stakeholders across sectors. Patricia Soung of the Children's Defense Fund, Sheri Dunn-Berry of Community Partners, Michelle Newell from the Office of Supervisor Mark Ridley-Thomas, Sandy Rodriguez of Defy Ventures, Nicole Brown of the Urban Peace Institute, Michelle Lee of the Office of Juvenile Justice and Delinquency Prevention, Kim McGill of the Youth Justice Coalition, and the staff at Legacy LA further broadened our perspective and helped us refine our guiding and focusing questions.

We would also like to extend our gratitude to Homegirl Cafe for the catered lunch, and thank the Youth Justice Coalition and Chuco's Justice Center for allowing us to host our issue day in their incredible space.

## THE CRIMINAL JUSTICE AND PUBLIC SAFETY ISSUE DAY TEAM

Somjita Mitra  
Lilly O'Brien  
Chris Rhie  
Icela Santiago  
Sara Templeton  
Daphne Wong





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Criminal Justice and Public Safety Issue Day | February 7, 2020



**EDUCATION**

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2020



**CORO**

SOUTHERN CALIFORNIA

**EDUCATION ISSUE DAY  
LEAD LA 2  
BLUE BOOK**

MARCH 13, 2020

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# WELCOME TO THE EDUCATION ISSUE DAY!

EduLA would like to thank you for joining us today while we examine education in Los Angeles. We are delighted to present the learning we've completed and invite you to listen and interact with the great speakers and panelists we have scheduled today. Here are a few things we hope you reflect on during the course of the day:

- Are you aware of and/or impacted by the physical spaces around you?
- What did your schools look like when you were growing up?
- How did your school space contribute to your education?
- What is your relationship with LAUSD?

# AGENDA

9 AM - Call	Opens
9:15AM - 9:30AM	Welcome + Introductions
9:30AM - 10:15AM	Call with Julien Lafortune, Public Policy Institute of California
10:15AM -10:30AM	Break
10:30AM - 11:45AM	Panel Discussion - The Current State of Schools

Terri Lyttaker, LA County Office of Education,  
Assistant Director, Head Start-State  
Preschool - Facilities

Steve Zimmer, Former President,  
LAUSD Board Member & currently Office  
of Mayor Eric Garcetti

Gilberto Martinez, Principal,  
Woodrow Wilson High School

Rubi Fregos, Manager of Arts  
Education Partnership LA (Moderator)

11:45AM - 1:00PM	Lunch Break
1:00PM - 2:30PM	Virtual School Tours and Discussion
2:30PM - 2:45PM	Break
2:45PM - 3:15PM	Fireside Chat - The Future of Schools

Joseph Williams, Director of Operations  
and Campaigns, Students Deserve

3:15PM - 4PM	Reflections and Wrap Up
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# LOCATIONS

Virtual! We are using Zoom Meeting!

**Join The EduLA Virtual Issue Day**  
**(Zoom Meeting)** at 9 AM

## **CVIC/ADAPTIVE CHALLENGE**

What is the responsibility of LAUSD to provide equitable physical spaces for learning?

## **GUIDING QUESTION**

Should Angeleno's be required to pay an additional tax to improve all LAUSD school and classroom spaces?

## FOCUSING QUESTIONS

Power/Privilege - How does LAUSD / individual school leadership influence school spaces to impact student learning?

Funding - How is LAUSD funded and how does budget determine the allocation of funding for school spaces?

Personal to Political - What did my school look like and how did it impact my learning experience?

How are school spaces maintained and evaluated (health, safety and learning)?

How does space impact the students experience?

# SNAPSHOT OF LA EDUCATION SYSTEM

LA County has 80 Kindergarten (K)-12 public school districts with over 2,000 schools which serve over 1.5 million students (LA County Office of Education Fact Sheet). LA Unified School District (LAUSD) is the largest of these districts. It is now the second largest school district in the country and serves over 600,000 students in over 1,100 schools while employing over 26,000 teachers and 33,000 administrative/supporting employees with a \$7.5B budget (LAUSD Historic Context).

“Estimated student enrollment” “Student characteristics”  
 “Schools and Centers” “Financial Information”

Los Angeles Unified

# FINGERTIP FACTS

2019-2020



## Estimated Student Enrollment

Projected Norm Day Enrollment, including Independent Charters Schools & Affiliated Charters	
K-3 Enrollment	180,115
4-6 Enrollment	127,804
7-8 Enrollment	84,835
9-12 Enrollment	164,806
<b>Total</b>	<b>557,560</b>
Special Day Classes in Regular Schools	23,582
Special Day Classes in Special Education Schools	2,008
Continuation and Opportunity Schools	4,209
<b>Other Enrollment</b>	<b>29,799</b>
<b>Total Graded and Other Enrollment</b>	<b>587,359</b>
Early Education	18,988
Adult Education	64,527
<b>Total</b>	<b>673,849</b>

Estimated Student Enrollment  
 2019-2020 Superintendent's Final Budget - District Enrollment Trends  
 (Source: <https://bit.ly/2G21rEh>)

## Student Characteristics

English and 99 languages are spoken in Los Angeles Unified schools. Los Angeles Unified has 123,579 students who are learning to speak English proficiency. The primary languages are Spanish (92.3% of English learners) and Armenian (1.42%). Korean, Tagalog, Cantonese, Arabic, Vietnamese and Russian languages account for less than 1% of the total.

Latino	73.4
White	10.5
African American	8.2
Asian	4.2
American Indian or Alaskan Native, Native Hawaiian or Pacific Islander	Less than 1
Filipino	2.1
Not reported	1

(Source: Norm Day 2018-19) Note: Percentages do not add up to 100%.

The **Parent and Community Services** engages families by creating partnerships with parents ([achieve.lausd.net/pcss](https://achieve.lausd.net/pcss)).

## Health and Wellness Centers

Los Angeles Unified maintains 15 health and wellness centers (<https://achieve.lausd.net/wellnesscenters>).

## Extended Learning Programs

Los Angeles Unified offers extended learning opportunities before and after the school day. These programs provide a safe place for students to continue learning. The program includes: Academic Tutorial Programs, Enrichment Programs, and Recreational Programs (<https://tbl.lausd.net/>).

## School Facilities

Los Angeles Unified has built 137 new schools and 101 school additions since 1997. Providing our students, faculty, and staff with a safe learning environment is our highest priority. (<https://www.laschools.org/new-site/a300/>).

## Los Angeles Unified Boundaries

Covering an area totaling 710 square miles which includes most of the city of Los Angeles, along with all or portions of 26 cities and unincorporated areas of Los Angeles County. Approximately 4.8 million people live within these boundaries.

## Cities Entirely Within Los Angeles Unified

Cudahy	Maywood
Gardena	Vernon
Huntington Park	San Fernando
Lomita	West Hollywood

## Cities Partially Within Los Angeles Unified

Bell	Long Beach
Bell Gardens	Los Angeles
Beverly Hills	Lynwood
Calabasas*	Montebello
Carson	Monterey Park
Commerce	Rancho Palos Verde
Culver City	Santa Clarita*
Hawthorne	South Gate
Inglewood	Torrance

\*Only a few parcels of land generating no enrollment are within Los Angeles Unified.

## Los Angeles Unified Employees

Los Angeles Unified is the second-largest employer in Los Angeles County.

	2019-20	2018-19
K-12 Teachers	24,026	24,265
Adult Education Teachers	825	598
Early Education Teachers	567	567
<b>Total (1)</b>	<b>25,418</b>	<b>25,430</b>
K-12 Administrators	2,451	2,438
Adult Education Administrators	52	52
Early Education Administrators	42	43
<b>Total (2)</b>	<b>2,545</b>	<b>2,533</b>
Other Certificated Support Personnel	5,146	4,869
Regular Classified Personnel	29,900	27,233
Teacher Assistants	3,514	3,511
<b>Total Employees (3)</b>	<b>66,523</b>	<b>63,576</b>

(1) As of July 1, 2019 and excludes independent charters

(2) Includes classroom teachers and non-classroom teaching positions, such as instructional coaches.

(3) Includes school-based administrators and non-school based local district and central office administrators.

(4) Includes active re-teaching and non-administrative certificated personnel, including nurses, counselors, and psychologists. Source: Office of Human Resources.

# FINGERTIP FACTS

2019-2020



## Schools and Centers

Elementary schools range from less than 200 to more than 1,100 pupils. Middle schools enroll up to 1,800 students. High schools may have more than 2,500 students.

Primary School Centers	19
Elementary Schools	441
Middle Schools	79
Senior High Schools	92
Option Schools	54
Magnet Schools	53
Multi-level Schools	25
Special Education Schools	13
Home/Hospital Schools	2
K-12 Magnet Centers (on regular campuses)	239
Independent Charter Schools	228
Other Schools and Centers	142
<b>Grand Total</b>	<b>1,386</b>

## Did You Know?



Los Angeles Unified is the nation's **2<sup>nd</sup>** largest school district.



We served 129 million meals in 2018-19. 720,000 meals were served daily. Nearly 80% qualified for free or reduced-price lunch. More than 19,500 students experienced homelessness, and more than 8,500 lived in foster care, however, those numbers fluctuated depending on family situations during the school year.



Nearly 300 magnet programs are available for K-12 students. Themes include Business, Center for Enriched Studies, Communication Arts, Liberal Arts, Science, Technology, Engineering and Math, Visual and Performing Arts. (Only Gifted and Highly Gifted students must be identified.)



Dual-language programs are offered in: Arabic, Armenian, French, Korean, Mandarin and Spanish. Additional language instruction is also offered in: American Sign Language, Italian, Japanese, Latin and Russian.

## Instructional Calendar (K-12)

- First Day of Instruction, August 20, 2019
- Winter Recess, December 23-January 10, 2020
- Spring Recess, April 6-10, 2020
- Last Day of Instruction, June 12, 2020

## School Holidays

- Admission Day, August 30, 2019
- Labor Day, September 2, 2019
- Thanksgiving, Nov. 28 -29, 2019
- Veterans Day, Nov. 11, 2019
- Dr. Martin Luther King Jr. Day, Jan. 20, 2020
- Presidents Day, Feb. 17, 2020
- Caesar E. Chavez Day Observed, April 3, 2020
- Memorial Day, May 25, 2020

## Financial Information

More than 85% of the Los Angeles Unified General Fund comes from the state, and serves as the primary operating fund for the K-12 program. These dollars pay for expenses such as:

	2019-2020	2018-2019
<b>Certificated salaries</b> (teachers, librarians, counselors, nurses, and administrators)	\$3 billion	\$2.8 billion
<b>Classified salaries</b> (e.g., instructional aides, office employees, custodians, plumbers, bus drivers and their supervisors)	\$986.1 million	\$1.0 billion
<b>Employee benefits</b> (retirement plans, employee health insurance and Worker's Compensation Insurance)	\$2.2 billion	\$2.06 billion
<b>Books and Supplies</b> (textbooks, instructional materials, general supplies and fuel)	\$698.5 million	\$713 million
<b>Other operating expenses</b> (contracts, utilities, rents and leases, travel expense and instructional consultants)	\$862 million	\$850 million
<b>Capital Outlay (1)</b> (cost of facilities (land and buildings), books and media for libraries and equipment)	\$101.4 million	\$8.8 million
<b>Other outgoing expenses</b> (pass through of apportionments to county-educated students, transfers of taxes to direct-funded charters, bond redemptions and bond interest)	\$37.3 million	\$36.7 million
<b>Total Expenses General Fund</b>	<b>\$7.87 billion</b>	<b>\$7.49 billion</b>

(1) Increase due to CA Clean Energy Jobs Act

## **QUICK HISTORY OF LAUSD BUILDINGS**

Much like the rest of the country, Los Angeles had a massive school building boom after World War II. In the 1960s and 70s there was white suburban flight and in the 1980s and 90s enrollment doomed. Starting in the mid-90s the State issued a series of bonds to pay for new schools. Since 1997, LAUSD has built 137 new schools. Since the 2008 recession, LAUSD has not secured additional funding to improve existing buildings or build new schools.

# HISTORY OF LAUSD FUNDING

According to LAUSD: "Prior to the 1970s, California's schools were financed largely with property tax revenues imposed for the benefit of local school districts. This led to dramatic differences in school district funding. A school district with very high property values could raise more revenue per pupil with a low property tax rate, while a district with low property values could raise less with a much higher property tax rate. The state attempted to reduce these differences by providing more state aid to low-property wealth districts. Despite this effort, per pupil revenues varied considerably between districts. In fiscal year 1968-69, for example, per pupil expenditures ranged from \$577 in Baldwin Park to \$1,232 in Beverly Hills. This disparity led to the important *Serrano v. Priest* (1976) equal protection litigation, which was resolved through statutory enactments that called for a general equalization of state apportionment revenue to school districts.

In 1978, voters approved Proposition 13. The new law limited property tax rates to 1 percent of a property's assessed value at the time of acquisition. Proposition 13 reduced property tax revenues available for local governments and school districts. To cushion the impact to school districts, the state Legislature shifted state dollars to schools.

raise taxes independently of the State. Bond issues, usually limited to building programs, require a 55% vote for passage. Parcel tax measures require a 2/3 vote.

In 2013, the Governor proposed revising the state’s allocation formula for school districts to increase flexibility at the local level. This proposal is known as the Local Control Funding Formula (LCFF). Under LCFF, the state provides a base grant for all students and additional grants for high-need students such as English Learners and socio-economically disadvantaged pupils.”

With the adoption of Proposition 98 (1988) and Proposition 111 (1990), a minimum funding level from State and local property taxes was provided to K-14 public schools. California schools today receive the large majority of their funding from the State, primarily from income and sales tax revenues. To a much lesser extent, districts also receive some local property revenues that are collected at the local level but distributed by the State. Income and sales taxes are more volatile revenue sources than property taxes. When the economy sours, unemployment rises, leading to fewer purchases. This correspondingly leads to less income and goods to be taxed. As a result, fewer dollars become available for schools.

California school districts therefore face dramatic cyclical funding variations as the economy rises and falls. Further, California’s Governor and State Legislature, whose vote on the State Budget Act determines how State funds may be spent, have enormous control over the ability of local school districts to utilize funding to meet the specific needs of their students. Approximately 60% of all school district funds in California are general purpose in nature; the remaining 40% are restricted to specific purposes, such as the needs of special education students, low income students, limited English-proficient students, and specific grade levels. This greatly constraints local boards of education in their spending decisions. They are further constrained in their ability to

# RECENT POLITICAL EVENTS: 2020 PROP 13

In March 2020, Prop 13 proposed the sale of \$15 billion in general obligation bonds to finance construction projects for K-12 schools, community colleges and state universities. The measure did not pass, as it did not receive the required 2/3 majority vote for approval.

*Where would the money have gone?*

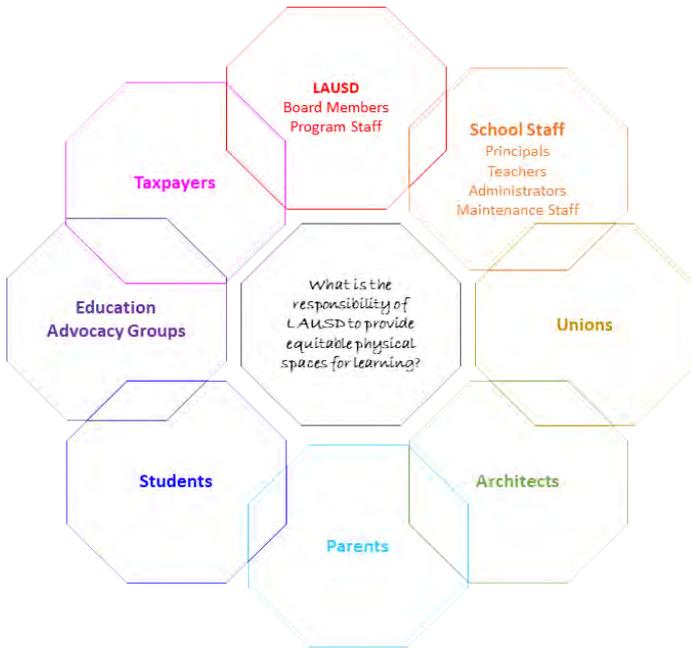
\$5.2 billion: renovating existing, older buildings at primary and secondary schools across California.

\$2.8 billion: new school construction. Facility needs at career technical education sites and charter schools would evenly split \$1 billion more in bond funds.

\$6 billion: evenly split among the University of California, California State University and community college systems.

Power and Privilege: Prop 13 would have offered additional State help to local schools that have less ability to raise matching bonds for construction projects, and for those serving more English learners, foster youth and students from low-income families. In these cases, the State could cover as much as 55% of the costs of new buildings and 65% of renovation efforts. The ballot measure would have changed traditional “first come, first served” rules about doling out school bond dollars. Projects impacting the health and safety of students would have the highest priority, followed by those from projects with limited local options.

# STAKEHOLDERS



## SPEAKER BIOS



**JULIEN LAFORTUNE** is a research fellow at the Public Policy Institute of California, where he specializes in K–12 education. His primary areas of focus include education finance, school capital funding policy, and educational tracking and stratification. He has published research on the impacts of school finance reforms on student achievement in the American Economic Journal: Applied Economics. He holds a PhD in economics from the University of California, Berkeley.

**JOSEPH WILLIAMS** is the Director of Operations and Campaigns for Students Deserve, a grassroots coalition of students, parents, and teachers fighting against inequities based on race and class in LA's schools and communities. Students Deserve fought to end the daily random search policy that criminalized and targeted Black, Muslim and other students of color and contributed to the School to Prison/Deportation Pipeline; they are currently working to ban the use of pepper spray against students by school police officers. Joseph is also an active member of Black Lives Matter - Los Angeles.





**RUBI FREGOSO** as the Partnership’s Manager of Arts Education at The Partnership for Los Angeles Schools, Rubi is focused on the development and implementation of an arts education pilot in a network of 18 schools. Her passion stems from early work as a community activist, where she learned the power of the arts and media to forge a space for community identity and action.

Over the past 17 years Rubi has worked in formal and informal educational settings facilitating opportunities for youth to find their voice and empowering educators to use art & media to enrich their classrooms.

Her goal in all her endeavors is to harness the power of creativity and innovation and use it as a catalyst to empower students of all ages to see themselves as community leaders. Previously, Rubi was the Manager for 21st Century Learning with Woodcraft Rangers, building partnerships with local colleges and universities and managing the curriculum team’s work to integrate the visual and performing arts with STEM. She has also served as Director of Education for the KCET public television digital series Departures Youth Voices, working closely with students, teachers, and community members to tell their stories and address the needs of communities throughout Los Angeles. Rubi started on her path in education as a film teacher with LAUSD at Van Nuys High School Performing Arts Magnet, and received her education at CSU Long Beach and UCLA.

**STEVE ZIMMER** was a teacher and counselor in LAUSD for 17 years. In 2009, he was elected to the Los Angeles City Board of Education. He represented the 4th District from 2009-2017. Steve served as President of the Board of Education from 2015-2017. Steve currently serves as Mayor Garcetti’s Senior Education Policy Advisor. He is also an Adjunct Professor of Education at Cal State Los Angeles and Occidental College.





**TERRI LYTTAKER**, Assistant Director, has been with the Los Angeles County Office of Education Head Start Early Learning division since 2013, overseeing internal and external fiscal and facilities. Prior to that she has worked in finance and accounting for 20 years and in public finance oversight roles for over 13 years. Ms. Lyttaker holds a Baccalaureate degree from California State University in Business Administration and a Master of Public Administration, also from California State University.



**GILBERTO MARTINEZ** is the Principal of Woodrow Wilson High School. The mission of Wilson High School is to empower all students with the skills and knowledge to become compassionate, inquisitive, principled young people who create a more peaceful world through global awareness, critical thinking, and a commitment to action and service. Our vision is to create an academically rigorous school of international merit where all stakeholders function as a cohesive and collaborative learning community to ensure that all students succeed as knowledgeable, ethical and caring citizens of the world.

# PRE-READINGS

[Prop. 13 school bond measure appears headed for defeat. How did that happen?](#)

[18 Reasons why Design Matters](#)

[Case study: Why Education Infrastructure Matters For Learning](#)

[Op-Ed: How to Solve the LAUSD Puzzle](#)

## ADDITIONAL RESOURCES

Additional Resources:

How California Funds Education

[\(https://achieve.lausd.net/cms/lib/CA01000043/Centricity/Domain/123/05\\_How%20Education%20is%20Funded%20in%20California.pdf\)](https://achieve.lausd.net/cms/lib/CA01000043/Centricity/Domain/123/05_How%20Education%20is%20Funded%20in%20California.pdf)

Information on LAUSD

Budget Structure:

[\(https://achieve.lausd.net/cms/lib/CA01000043/Centricity/Domain/123/02\\_Breaking%20Down%20LAUSDs%20Budget.pdf\)](https://achieve.lausd.net/cms/lib/CA01000043/Centricity/Domain/123/02_Breaking%20Down%20LAUSDs%20Budget.pdf)

2019-2020 Superintendent's Budget

[\(https://achieve.lausd.net/cms/lib/CA01000043/Centricity/Domain/123/01\\_2019-20%20Superintendents%20Final%20Budget%20at%20a%20Glance%206.4.19.pdf\)](https://achieve.lausd.net/cms/lib/CA01000043/Centricity/Domain/123/01_2019-20%20Superintendents%20Final%20Budget%20at%20a%20Glance%206.4.19.pdf)

Student Equity Index by School

[\(https://achieve.lausd.net/cms/lib/CA01000043/Centricity/Domain/123/2017-18%20Student%20Equity-Based%20Index%20-03.21.17%20FINAL%20publish%201.pdf\)](https://achieve.lausd.net/cms/lib/CA01000043/Centricity/Domain/123/2017-18%20Student%20Equity-Based%20Index%20-03.21.17%20FINAL%20publish%201.pdf)

Prop 13 (2020)

[PBS video](#)

[https://www.laschools.org/documents/download/about\\_fsd/sep/2012\\_consolidated\\_strategic\\_execution\\_plan/2019\\_Facilities\\_Services\\_Division\\_SEP.pdf?version\\_id=321808143](https://www.laschools.org/documents/download/about_fsd/sep/2012_consolidated_strategic_execution_plan/2019_Facilities_Services_Division_SEP.pdf?version_id=321808143)

[LAUSD Design Guideline](#)

# ACKNOWLEDGMENTS

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Head Start

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Michael Pinto, Principal, NAC Architecture

Rubi Fregos, Manager of Arts Education Partnership LA

Sean Stowell, Teacher, The Academy of Medical Arts  
at Carson High School

Steve Zimmer, Office of Mayor Eric Garcetti

## NEXT STEPS

### Contact:

LAUSD Board of Education  
333 South Beaudry Avenue, 24th Floor  
Los Angeles, CA 90017  
Telephone: 213-241-6389

### Volunteer:

Neighborhood Council Board  
Volunteer at a local schools  
Join PTA ( Parent Teacher Associations )

### Donate:

A local education nonprofit like: Students Deserves  
or Partnership for Los Angeles School

## STUDENT QUOTES

"My school is old...It's been around since like 1987 or something"  
- 5th grader in Koreatown

"I feel safe at school but they have Code Blues a lot - those are injuries."  
- 5th grader in Koreatown

"My school has gates only in the back so the kids don't ditch."  
- 8th grader in Central LA

"I feel safe at school because the school is strict."  
- 8th grader in Mid-Wilshire

"I heard Mr. Snyder's room is haunted."  
- 9th grader in Florence Graham

"I want more space for sports."  
- 9th grader in Florence Graham

"The amount of space matters cause sometimes it's really crowded. But the way the space looks - I don't really care about it."  
- 9th grader in Florence Graham

## DEFINE YOUR EXPERIENCE AND DEFINE THE FOLLOWING TERMS

Define:

Equity

Equality

Classrooms

Learning

Achievement

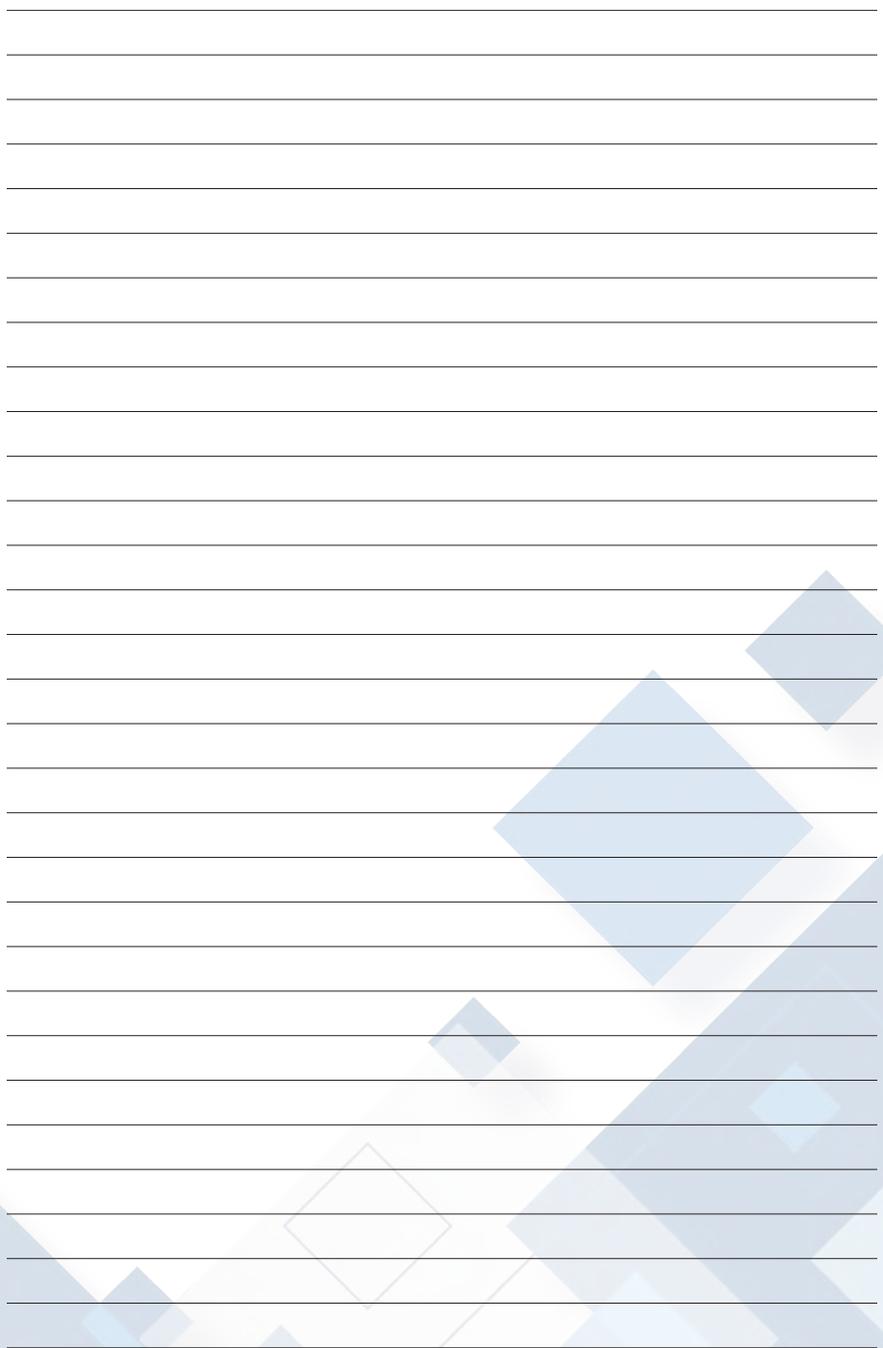
Health & wellness

Open Space

Design











**ISSUE DAY**  
**2021**

# LEAD LA COHORT 3



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USC Shoah Foundation



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*Manager of Rates, Charges & Financial Planning*  
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Advocates for Human Potential (AHP)



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My Friend's Place



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*Director of Strategic Partnerships,  
 Office of the President*  
 Arizona State University



**HOUSING, HOMELESSNESS,  
AND URBAN DESIGN**

---

2021



LEAD LA 3  
ISSUE DAY  
BRIEFING PACKET

# HOMELESSNESS IN LOS ANGELES

PREPARED BY

**TEAM GAME OF HOMES**

AARON ORDOWER

DREW ATWATER

JANET GUAN

KRISTY MONJI

---

**MARCH 12, 2021**

---

# Pre-Issue Day Readings

---

**PLEASE WATCH AND READ THE FOLLOWING MATERIALS BEFORE THE ISSUE DAY ON MARCH 12.**

---

**2020 HOMELESS COUNT**

Statistics and demographics of unsheltered Angelenos

**CAN HOMELESSNESS BE SOLVED?**

A TED Talk Video by John Macerti

**A HOMELESS MAN'S PHOTO ESSAY ON LIFE DURING CORONAVIRUS**

An essay by homeless photojournalist Bumdog Torres.

**COMMITTEE ON BLACK PEOPLE EXPERIENCING HOMELESSNESS REPORT**

Executive Summary



---

# Pre-Issue Day Readings (Contd.)

---

PLEASE WATCH AND READ THE FOLLOWING MATERIALS BEFORE THE ISSUE DAY ON MARCH 12.

---

## **LA OUT OF REACH**

An infographic breaking down the unaffordability of housing in Los Angeles.

## **THE MAKING OF A CRISIS: THE HISTORY OF HOMELESSNESS IN LOS ANGELES**

Please read at least the executive summary which is linked above.



# Agenda for March 12

## **Purpose:**

To explore the issue of homelessness and incorporate learnings from the COVID response which were successful in helping the homeless population.

## **Outcomes:**

1. Understand the multifaceted aspects of housing & homelessness issues.
2. Recognize who the unsheltered are and the services necessary to lift them up.
3. Understand the impact of COVID-19 on homelessness.
4. Humanize homelessness / center the voices of those directly impacted and recognize ways we individually and collectively can engage with / help address the issue.

Note: See biography for detailed information on the speakers below.

<b>Time</b>	<b>Topic</b>	<b>Speaker(s)</b>
9:00 - 9:15	Introduction	Game of Homes
9:15 - 9:50	State of Affordable Housing in Los Angeles	Claudia Monterrosa
9:50 - 10:30	LAHSA and the Coordinated Entry System	Marc Tousignant
10:30 - 10:40	Break	
10:40 - 12:00	Logic Study: Intersections & Stories of Homelessness	Charles Vuong, Eric Hubbard, Erica Rodriguez, Martel Okonji, Melisa Dugas, Jessica Sotelo

# Agenda for March 12 (Contd.)

Time	Topic	Speaker(s)
12:00 - 12:30	Facilitated Report Back	Game of Homes
12:30 - 2:00	Lunch	
2:00 - 2:40	Project Homekey and Project Roomkey	Meg Barclay
2:40 - 3:30	Panel on Solving Homelessness	Angelica Pena, Laurie Craft, Zachary Coil
3:30 - 3:40	Break	
3:40 - 5:00	Closing Discussion	Game of Homes
5:00 - 6:00	Social Hour	

---

# Lunchtime Videos

---

PLEASE WATCH THE FOLLOWING MATERIALS DURING THE ISSUE DAY LUNCHTIME ON MARCH 12.

---

[ABOUT PROJECT ROOMKEY](#)

[ABOUT PROJECT HOMEKEY](#)

[TINY HOMES VILLAGE CASE STUDY](#)

[HOW DO YOU SOLVE THE TOUGHEST CASES OF HOMELESSNESS?](#)

[NYC'S RIGHT TO COUNSEL LAW SPARKS NATIONAL MOVEMENT](#)





# ISSUE DAY TOPIC

## Reducing the homeless population in Los Angeles

# GUIDING QUESTION



*In what ways has the response to the COVID crisis illustrated successful models to provide housing and social services to LA's homeless population?*



# HISTORICAL BACKGROUND

Homelessness has become Los Angeles's defining crisis. The pervasive lack of affordable housing supply, income inequality, and systemic racism - as well as historical housing policies, such as slow growth and discriminatory redlining, and cuts to mental health and veterans' services - continue to drive inflows to LA's homeless population. Over 66,430 persons were homeless in LA County in 2020, representing an increase of nearly 50% from 2015. The majority of these homeless individuals are single adults (85%), unsheltered (75%), long-time residents who have lived in LA County for over 10 years (71%), and are homeless for the first time due to the economic hardships (59%).

**66,430**

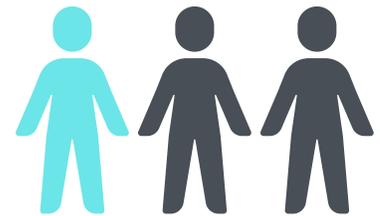
**2020 LA  
HOMELESS  
COUNT**



# HISTORICAL BACKGROUND (CONTD.)

Homelessness exists across California and the country, but it is distinct in Los Angeles, where high rents and a low supply of affordable housing are compounded by obsolete housing/land use policies and enduring racism. In LA County, 1 in 3 households pays over 50% of their income on rent. Thousands of families therefore live on the precipice of homelessness every day. COVID-19 has only made the problem worse. With the rise in unemployment and inadequate housing protections, an estimated 120,000 households in LA County could be forced into homelessness by the pandemic, further entrenching two public health crises. And just as with COVID-19, homelessness disproportionately affects Black and Latinx individuals: Black individuals are four times as likely to experience homelessness compared to other racial groups, and Latinx individuals make up the County's largest homeless population.

**1 in 3 LA  
households**



**spend 50%+  
of their  
income on  
rent**



# HISTORICAL BACKGROUND (CONTD.)

Both LA County and LA City have made efforts to address homelessness by raising the minimum wage, investing in new and affordable housing units, and bolstering homelessness prevention and supportive services, such as case management and mental health care. But the risk of homelessness remains high for many LA County residents, particularly Black and Latinx individuals. This disproportionate impact on people of color means that simply closing the gap between income and housing prices is not enough to solve homelessness. Instead, any homelessness solution - and the stakeholders involved - needs to not only be structural, but also intentionally anti-racist.



# FOCUSING QUESTIONS

- Which communities are inadequately served by current homeless solutions?
- Whose opinions or commentary is prioritized over others during housing and homeless policy debates?
- What factors make it so expensive to develop housing in LA and what can be done to address them?
- What homelessness outcomes could be improved with additional funding?
- What is our shared responsibility to ensure that everyone has a home?



# STAKEHOLDER MAPPING

## **Service Providers (non-profits)**

Values: Public Service, Company Reputation

Loyalties: Clients, Funding/donors

Losses: Narrowly focused, dependent on funding/resources, navigating process/red tape

## **Homeless Population**

Values: Safety, Security, Consistency, Community, Familiarity

Loyalties: Varies - community, routine, money

Losses: Massive distrust of the system in their intention and competency to help, struggle with mental health and substance abuse, not able to understand/navigate available support systems

## **Elected Officials**

Values: Public Service, Legacy

Loyalties: Constituents, Personal ambition

Losses: Multiple priorities, Public Trust, Re-electability, High Profile, Tradeoff of funding

## **Government Agencies**

Values: Public Service, Process

Loyalties: Regulatory commitments

Losses: Limited by process/red-tape, Tradeoff of funding

## **Business Community, Labor, Developers, etc.**

Values: Profit, jobs, consistency

Loyalties: Special interests, stakeholders, financial investments

Losses: Financially driven business decisions, navigating process/red-tape

# Speaker Biographies



**CLAUDIA MONTERROSA**  
**DIRECTOR, PUBLIC POLICY & PLANNING AT LOS ANGELES HOUSING + COMMUNITY INVESTMENT DEPARTMENT**

Claudia brings 25+ years of non-profit, public sector and senior level work experience incorporating social justice, grassroots organizing, and addressing race and equity in her work. She has spent the last 15 years at the Housing + Community Investment Department (HCIDLA) successfully proposing and implementing new policies and programs to help address long-term inequities in the City of Los Angeles, specifically those impacting the most vulnerable residents such as low-income, seniors and special needs populations.



**MARC TOUSIGNANT**  
**DIRECTOR, VULNERABLE POPULATIONS ENTERPRISE COMMUNITY PARTNERS**

Marc directs homelessness and supportive housing initiatives for Enterprise's Southern California market. He is currently managing a permanent supportive housing preservation initiative and systems change efforts to strengthen the permanent housing component of the Coordinated Entry System. He joined Enterprise in 2007, when he was responsible for managing technical assistance assignments contracted through the HUD Los Angeles Field office, which included the federal HOME and Continuum of Care programs.



**ERIC HUBBARD**  
**DIRECTOR OF DEVELOPMENT & STRATEGIC PARTNERSHIPS JOVENES**

Eric is the head of the Development Department for Jovenes, Inc. After graduating from Occidental College in 2007, Eric came to work at Jovenes, Inc. and has been focused on fundraising, communications, and building partnerships to grow the organization. Eric looks forward to continuing to create innovative solutions and tools to help young people thrive in a society that is undergoing rapid and fundamental changes.

# Speaker Biographies



**CHARLES VUONG**  
**TAY PEER NAVIGATOR AND YOUTH ADVOCATE**  
**JOVENES**

Charles a former foster youth, was a part of Jovenes' Rapid Rehousing and College Success Initiative. Attending his last year at Cal State Fullerton, he is well on his way to obtain a Bachelors in Sociology. An advocate for at-risk youth, he has worked as a TAY Peer Navigator at Jovenes, supporting the Innovations II department throughout the pandemic.



**ERICA RODRIGUEZ**  
**MENTAL HEALTH THERAPIST**  
**LA LGBT CENTER**

A first generation Latina, Erica is currently a Clinician II at the LA LGBT Center Transitional Living Program. She has been working and volunteering with communities of color, minority populations and the LGBTQ community for over 23 years in management, program development and through clinical work. Erica has been working with youth in the foster care and juvenile justice system for over 20 years and has presented across the county on LGBTQ youth and systems of care. She is also a faculty member at Pacific Oaks College and the Chicago School of Professional Psychology where she teaches in their MFT programs. Currently, Erica is completing her Psy.D from the Chicago School of Professional Psychology by developing a curriculum to assist mental health clinician to competently provide services to transgender adults.



**MARTEL OKONJI**  
**DIRECTOR OF INNOVATION**  
**SAFE PLACE FOR YOUTH**

Martel has been a community organizer and activist for over 15 years. Martel specializes in leadership, diversity and equity initiatives and youth development; utilizing his talent in the development of the Youth Development Program at the LA LGBT Center for five years before coming to SPY. Martel completed his Bachelors in Sociology and Queer Studies, his Masters in Education, emphasizing Leadership and Change and is currently completing his Doctorate in Leadership and Change to take an interdisciplinary approach to the practice and scholar of eradicating homelessness. When Martel does not focus on the inequities and injustices of the world, he focuses on empowering and raising his baby girl.

# Speaker Biographies



**MELISA DUGAS**  
**SHELTER MANAGER**  
**JEWISH FAMILY SERVICES**

Melisa is the shelter program manager of Hope North - JFS HOPE and has been working in the domestic violence field for over 10 years. She is passionate about bringing awareness of the effects domestic violence has on individuals and communities.



**JESSICA SOTELO**  
**CLINICIAN**  
**JEWISH FAMILY SERVICES**

Jessica is a licensed clinical social worker in the state of California. She obtained a masters in social work from USC. She has been working with survivors of intimate partner violence and their children for the past 5 years at JFS Hope. She provides individual and group therapy in both an outpatient counseling center and a transitional shelter setting.



**MEG BARCLAY**  
**HOMELESS COORDINATOR**  
**CITY OF LOS ANGELES**

Meg Barclay is the City of Los Angeles' first Homelessness Coordinator, based in the City Administrative Officer. Barclay is charged with unraveling the city's homelessness strategy, keeping city departments accountable, and coordinating city efforts with those of the county. Meg has extensive and progressively responsible experience and leadership designing regulations, policies and programs at the local and federal level throughout Los Angeles city government and with the US Department of Housing and Urban Development.

# Speaker Biographies



**ANGELICA PENA**  
**DIRECTOR OF TENANT DEFENSE**  
**INNER CITY LAW CENTER**

Angelica is the Director of Inner City Law Center’s Eviction Prevention team, supporting a team of dedicated attorneys and paralegals fighting to preserve safe and decent housing for low-income tenants threatened or in imminent danger of homelessness due to eviction. She oversees the administration of these critical legal services through her deep experience in program development and implementation. Prior to joining ICLC, Angelica served as the Grant Systems Director for Asian Americans Advancing Justice – LA, and also spent several years working at NALEO Educational Fund. She holds a Masters in Public Affairs and Politics from the University of San Francisco and a Bachelors in Political Science and Latin American Studies from UCLA.



**LAURIE CRAFT**  
**CHIEF PROGRAM OFFICER**  
**HOPE OF THE VALLEY**

Laurie has been working in homeless services for the past 11 years and is the Chief Program Officer for Hope of the Valley Rescue Mission. Laurie began her journey with the rescue mission as a volunteer and quickly realized that she was passionate about helping the marginalized and advocating for people experiencing homelessness. She currently oversees the agency’s fourteen programs that include A Bridge Home shelters, family shelters, access centers, safe parking programs, housing navigation, a men’s drug & alcohol recovery home and most recently, Tiny Home Villages.



**ZACHARY COIL, LCSW**  
**DIRECTOR OF SANTA MONICA OUTREACH**  
**THE PEOPLE CONCERN**

Zachary is the Director of Santa Monica Outreach for The People Concern. He oversees the Homeless Multidisciplinary Street Team: consisting of licensed and unlicensed clinicians, substance abuse counselors, housing case managers, peer advocates, psychiatrists, and physician’s assistants to work with the highest homeless utilizers of Emergency Services. Zachary also oversees efforts through the Santa Monica C3 team to provide intensive multidisciplinary outreach and engagement services to the general street homeless population in the Santa Monica area. He has worked with the most vulnerable chronically homeless individuals in the Los Angeles area for the past 11 years.



# WIGO QUESTIONS

- What factors make homelessness such a pervasive challenge in LA?
- What are the safety net (resources) for individuals who become newly homeless and where are they located?
- What programs currently exist for homelessness in Los Angeles?
- How have new COVID-19 homelessness programs been able to more quickly produce housing and services?
- Who does homelessness affect the most?
- What are the economic, public health, and environmental impacts of homelessness?
- In which neighborhoods is homelessness the most entrenched?
- Who are the key actors from government, non-profit, civil society in solving homelessness?
- How are programs supporting homeless people funded?



# WIGO QUESTIONS (CONTD.)

- What is the progress spending recently approved funds to address homelessness, e.g. Measures H and HHH?
- What metrics are used in determining homelessness rates, needs, funding, and success?
- What is supportive housing and how does it work in LA?
- What is the need for temporary (shelter) versus permanent affordable housing?
- What models have been impactful in finding shelter for the homeless?
- What policies and/or programs have been effective in addressing homelessness?
- What are common misconceptions about homelessness?
- Who is often forgotten/missing from the decision-making table?
- What can I do to help with the homelessness crisis?



# TECHNICAL PROBLEMS

- The evolving nature and impact of COVID-19 has re-prioritized existing homelessness models and housing policies.
- Stakeholders need to re-evaluate past policies, including criminalization, to understand the racially disproportionate impact of homelessness and housing policy.
- The affordable housing supply in LA has not kept pace with demand as a result of historical slow growth and (discriminatory) land use/zoning policies.
- There is limited funding for homelessness social services and affordable housing development.
- The gap between income and housing prices in the County of LA is widening; 721,000 LA County households (33%) pay 50%+ of their income on rent.



# ADAPTIVE CHALLENGES

- The pandemic has made long-term planning difficult - we don't know when/how/where it'll end or the long-term repercussions.
- Special interest groups, like labor unions and neighborhood councils, wield significant power over homelessness and housing issues; obtaining their approval is often required to move any housing policy forward.
- Political will and commitment to racial equity among leaders - and the general public - to support (equitable) homelessness programs and affordable housing vary.
- Collaboration, coordination, and buy-in between different stakeholders, including those who often disagree, are needed to tackle homelessness.
- Centering DEI in homelessness and housing programs/policies not only forces the acknowledgement of racially disparate impact (and possibly intent), but also for the relinquishing of some power and privilege by those who have traditionally had it.
- How do we ensure every community - and individual - carries their weight in addressing homelessness/providing homeless services and affordable housing?
- What de jure (and de facto) discrimination, e.g. redlining, still exists in homelessness and housing programs/policies?

# AUTHORITY



- Local and state governments have enacted policies to quickly house homeless populations and prevent evictions during the pandemic.
- LAHSA coordinates with City, County, and nonprofit agencies on preventive strategies, centralized case management, and homeless housing and services.
- City sets land use/zoning/housing goals and allowances.
- City and County set minimum wage, workforce development programs, etc.
- City and County programs provide direct social services and vouchers to assist the homeless.
- City programs provide subsidy to help construction of shelters and affordable housing.



# LEADERSHIP

- Individuals are finding innovative ways to serve and address the homelessness crisis directly (including during the pandemic), e.g. community fridges, SELAH.
- Community advocates continue to highlight systemic racial injustices and advocate for change, e.g. Measure JJJ.
- Neighborhood councils, government leaders, active nonprofits collaborate and build consensus to tackle homelessness/make hard choices.
- Nonprofits/advocacy groups fill gaps left by government agencies and advocate for more progressive and equitable homeless and housing policies.
- Community organizations build the capacity of community members to be civically engaged/have a say in housing policies

# Calls to Action

## 1

### Participate in the 2022 Homeless Count

The annual homeless count is a great way to get more involved in the issue and volunteers are always needed to help get a more accurate count. Counting is important in federal funding metrics and getting better data to support policy interventions.

<https://www.lahsa.org/homeless-count/hic/>

## 2

### Support Local Service Providers

Those that you heard from today are a great start with a list on the following page.

## 3

### Engage with the unsheltered

Talk to someone (when safe and following public health guidelines) and learn the story of a local person who is unsheltered.

## 4

### Engage with your local neighborhood council on housing production and homeless services

Encourage local affordable housing by getting more involved in community groups and look for opportunities to encourage more support for homeless services in your neighborhood.

# We thank the following individuals for their invaluable time and support in developing the issue day.

- Angelica Peña
- Bumdog Torres
- Charles Vuong
- Claudia Monterrosa
- Dhakshike Wickrema
- Diana Coronado
- Eric Hubbard
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- Erin Thompson
- Geoff Thompson
- Jessica Sotelo
- Karen Rosenthal
- Laurie Craft
- Lorraine Diaz
- Marc Tousignant
- Martel Okonji
- Meg Barclay
- Melisa Dugas
- Michael Atkins
- Morgan Sutton
- Randy Bunnao
- Stephanie Klasky-Gamer
- Susan Dutra
- Zachary Coil



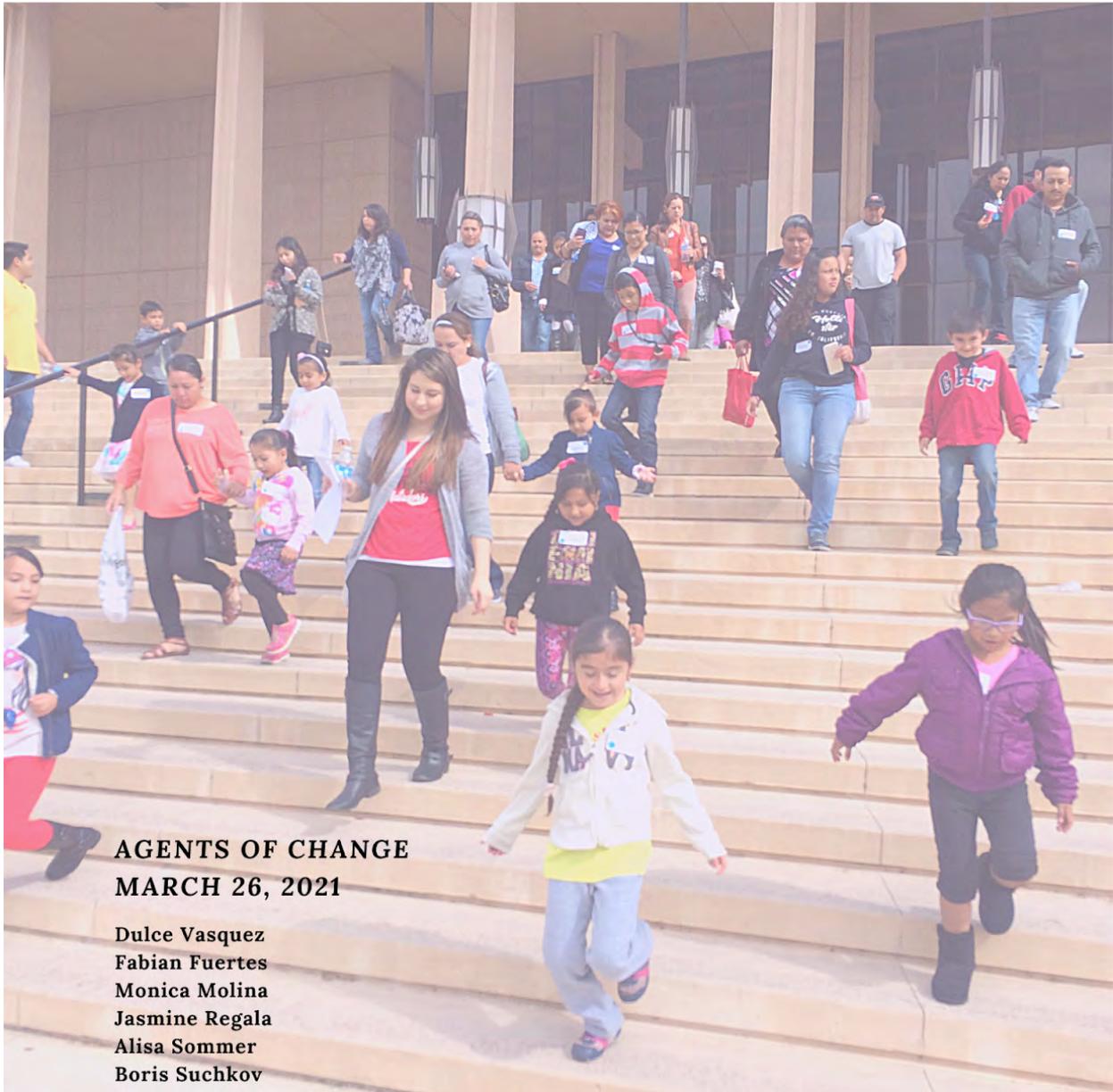
**EDUCATION, WORKFORCE  
DEVELOPMENT, AND  
INCOME INEQUALITY**

---

**2021**

# EDUCATION IN LA COUNTY

LEAD LA 3 | ISSUE DAY BRIEFING PACKET



**AGENTS OF CHANGE  
MARCH 26, 2021**

**Dulce Vasquez  
Fabian Fuertes  
Monica Molina  
Jasmine Regala  
Alisa Sommer  
Boris Suchkov**



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# PRE-ISSUE DAY RESOURCES

1. [Ted Talk: Rita Pierson, “Every kid needs a champion”](#) (7 minutes, 20 seconds)
2. [The Digital Divide in Education](#) (2 pages)
3. [California’s Future: Education](#) (4 pages)

## QUICK FACTS

### **California Master Plan for Higher Education (1960)**

To foster excellence and guarantee access for all Californians. Constructed a plan for how UCs, CSUs, and CCCs would interact.

### **University of California**

- Nine campuses
- 285,000 students
  - 226,000 Undergraduate/59,000 graduate students
- UC Regents (26) oversee it

### **California State University**

- 23 campuses
- 481,000 students
  - 430,000 Undergraduate/51,000 graduate students
- Board of Trustees (25) oversee it

### **California Community Colleges**

- 115 campuses (+1 virtual, CalBright)
- 2.1 million students
- Board of Governors (17) oversee it

Regents, Trustees, and Governors, are mostly all appointed by the sitting Governor of California.

Governor Newsom has proposed an \$18.6 billion dollar budget for Higher education in FY2022.

Over the past 20 years, tuition has tripled at both UC and CSU. However, the state financial aid system (Cal Grants), combined with federal and institutional aid, pays all tuition for about 50% of

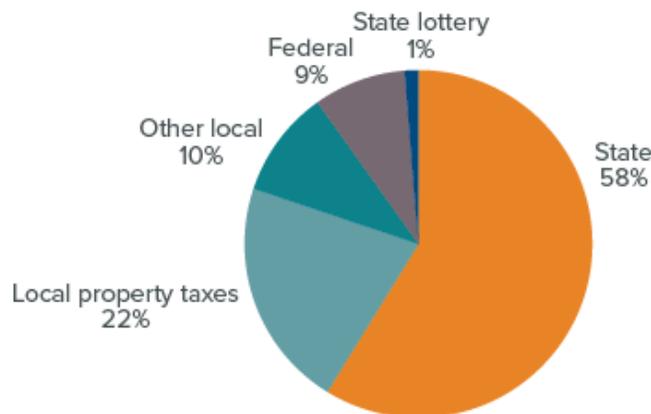
UC and CSU students. Cal Grants are available to students who meet grade point average and parent income requirements. Up to \$12,630 a year is available to qualifying students which can be applied to tuition, room and board, or books and other supplies.

There are also 85 independent, non-profit colleges and universities (like USC, Stanford, Pepperdine). They collectively award about 22% of all B.A.s in the state and over 50% of graduate degrees.

**About 4 million Californians currently have student debt for a collective \$147 billion dollars. That's an average of \$34,000, which is 7% less than the national average.**

About 28,000 eligible students were rejected from a CSU this past year, signaling a capacity problem. In 2015, a PPIC study stated that California would be 1.1 million college graduates short by 2030 in order to sustain a growing knowledge economy.

### California K-12 Education



Two important pieces of legislation: Prop 13 (1978) and Prop 98 (1988).

Prop 13 stated that you could assess a property at the purchase price, and not increase its assessed value by more than 2% yearly. That means that if you bought your home in 1978 for \$200K, you'd pay property taxes on \$200K + 2% value per year, even if your home is now worth \$2 million dollars. The problem is that K-12 was mainly funded by property taxes.

In 1988, Prop 98 required the state to allocate a minimum of 40% of its general fund to K-12 education. That flipped schools from being majority funded by local property taxes, to being majority funded by state taxes.

In 2013, California implemented the "Local Control Funding Formula" designed to draw more funds to high-need districts. It provides an additional 20% from the per-pupil funding for high-need students.

## Los Angeles County Office of Education

- 1.4 Million students
- 80 *different* school districts
- 70% economically disadvantaged
- 258,000 English learners
- 169,000 students with disabilities
- 63,000 students experiencing homelessness



Senior Damion Lester Jr., the valedictorian and student body president, gets a high-five from college counselor Marcy Zaldana at Washington Prep High School in Los Angeles. [\(Gina Ferazzi / Los Angeles Times\)](#)

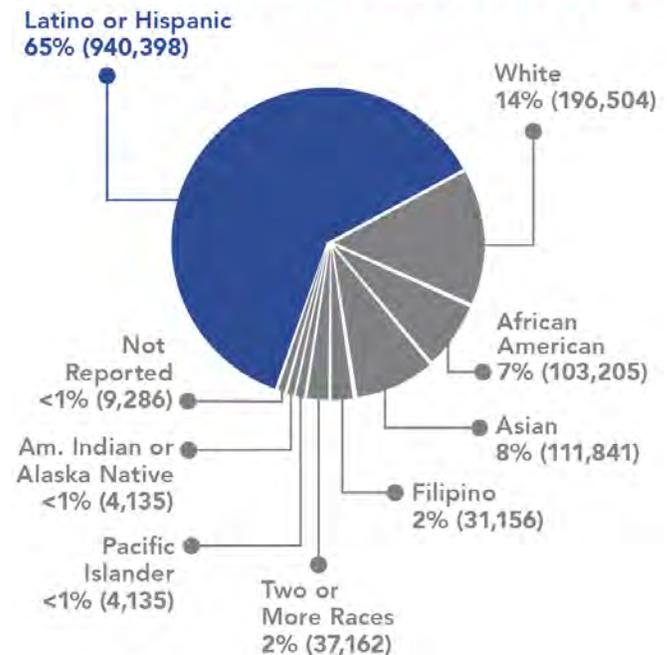
“Lester lives with his grandparents near Watts in Vermont Vista, which ranks third in violent crime among more than 200 L.A. neighborhoods mapped by The Times. The median household income in the predominantly black and Latino neighborhood is \$31,000. Only 6% of adults have four-year college degrees.”

## Los Angeles Unified School District

- The largest of the 80 school districts in LA
- 2nd largest school district in the country (behind NYCDOE)
  - 580,000 K-12 students, plus an additional 72,000 in early childhood education and adult education.
  - 1,400 schools (including 231 independent charters)
- 2nd largest employer in the county (75,000 employees)
- Serves about 500,000 meals a day
- \$8.5 Billion budget
- Governed by a 7 member board of Education that is publicly elected. They collectively hire the Superintendent.
- 78% graduation rate
  - 1 in 4 head to a 4-year college
  - 10% of them graduate in 4 years, 25% of them graduate in 6 years
  - Last year only 20% of Black students were at grade level

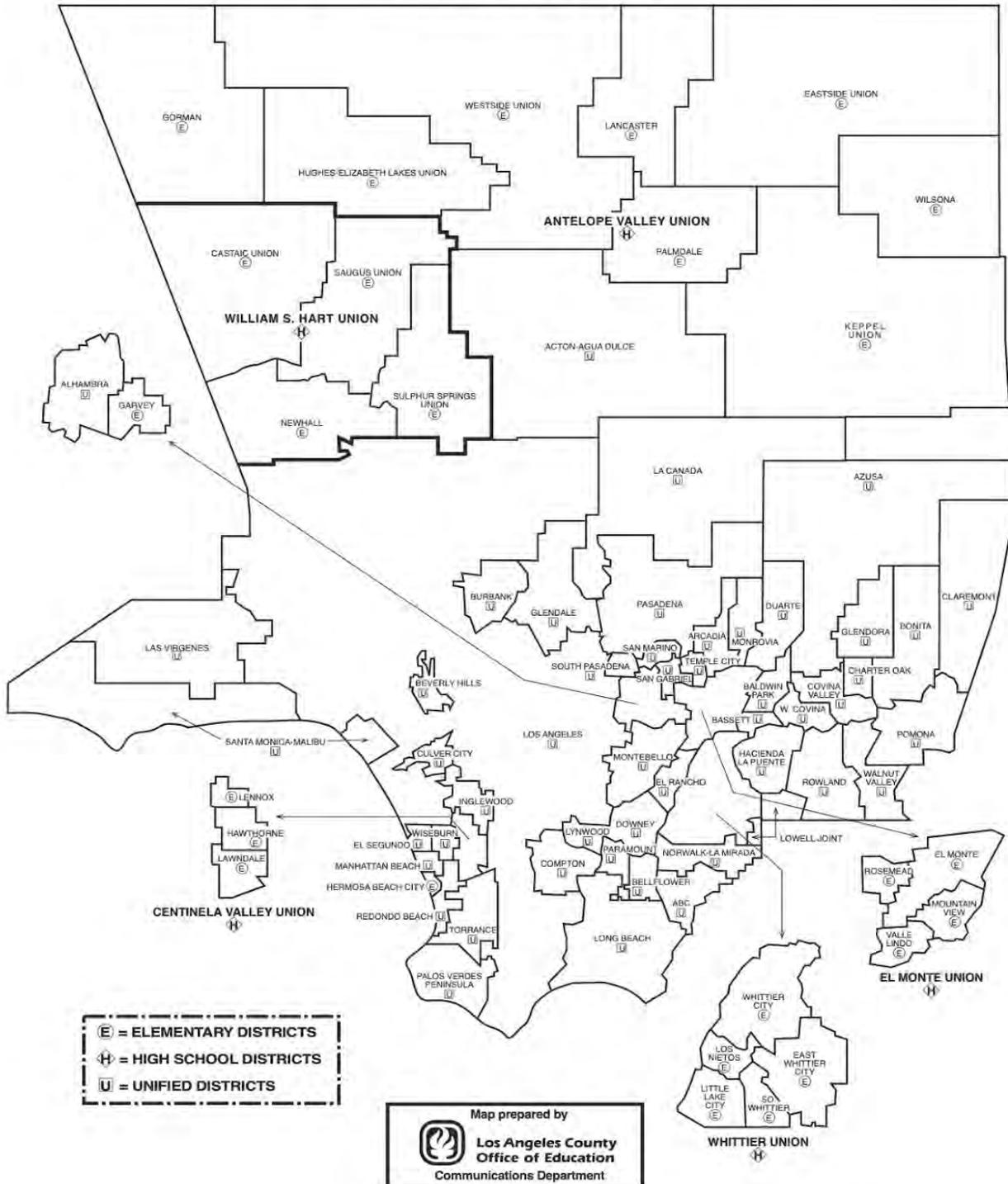
## Total K-12 Enrollment:

# 1.4 Million Students



# LA COUNTY, OFFICE OF EDUCATION

## ELEMENTARY, HIGH SCHOOL, AND UNIFIED SCHOOL DISTRICTS





*How does the education system play a role in supporting lifelong learning through the lenses of income inequality and access?*



*In what ways does the structure of our education system influence reform efforts and impact systemic racism that results in income inequality?*

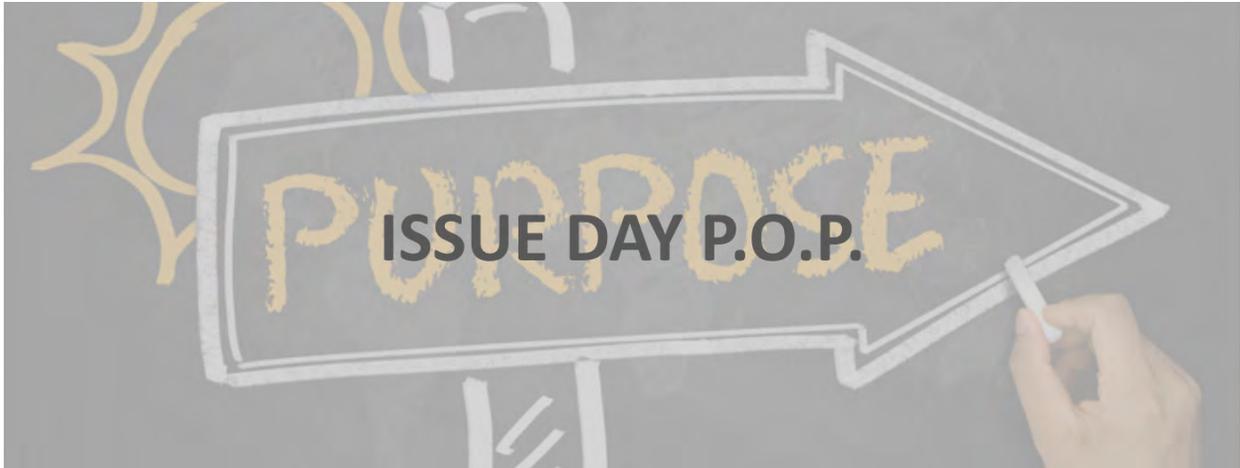
# FOCUSING QUESTIONS

A photograph of a person's hands writing in a notebook on a desk. The person is holding a white pen and writing on a piece of paper. The desk is wooden, and there is a keyboard visible in the background. The image is slightly blurred and has a soft, warm tone.

What are the greatest opportunities and challenges for each stakeholder group to impact these issues?

In what ways can we streamline student success?

How do we better insulate workers from disruption by future pandemics or other natural economic disasters through education?



## PURPOSE

To explore how the different education systems within Los Angeles County interact with one another, and how government agencies either facilitate or further complicate their missions to educate Californians. Furthermore, we'll delve into the racial inequities that are exacerbated in the K-12 systems that then play out in what options students have for post-secondary education. Lastly we'd like to discuss what responsibility companies have to train, retain, and educate their workforce on an ongoing basis.

The goal of our sessions will be to educate and challenge our cohort on how we can more equitably distribute educational access and opportunity throughout the spectrum of life and learning.

## OUTCOMES

1. Understand the spectrum of educational experiences and the long-term effects throughout America.
2. Assess how public education is funded and how resources are distributed, and how this aligns to need within the LA community.
3. Identify the historical outcomes that have led to the inequity in education we see today and be able to assess policy recommendations.

# PROCESS

## **9am - 10:45am: SESSION I, OUR EDUCATION BACKGROUNDS**

- Welcome
- Keynote
- Facilitated Q+A
- Breakout Session
- Debrief

## **15 minute BREAK**

## **11am - 12:30pm: SESSION II, KINDERGARTEN - 12TH GRADE**

- Mindfulness Activity
- Performance
- Moderated Panel Discussion
- Breakout Panel Discussions
- Debrief

## **12:30pm - 2:00pm LUNCH**

## **2pm - 3:25pm: SESSION III, HIGHER EDUCATION**

- Personal Stories
- Overview
- Breakout Session, Hypothetical Exercise

## **5 minute BREAK**

## **3:30pm - 4:50pm: SESSION IV, WORKFORCE DEVELOPMENT**

- Introduction
- Jeopardy Game
- Debrief

## **10 minute CLOSING REMARKS**

## **5:00pm - 6:00pm: SOCIAL GATHERING**

# HISTORICAL BACKGROUND

Our team sees education as a crucial launchpad for economic success. Education is often seen as the pathway out of poverty. Los Angeles County, the largest county in the country with 10 million people, has the [highest rate of poverty in the state](#). Education then becomes essential for communities to uplift themselves in the absence of other government programs to alleviate poverty.

Education is delivered in many different ways-- there are 80 K-12 school districts, 50 community colleges, and over 70 universities in the region. The way education is offered -- who has access, how it is funded, and how parents are educated -- often contribute to education inequities.

Public schooling in California has been around for 200 years. About 60 years ago, a team appointed by the UC Regents created the Master Plan for Higher Education in California, the most progressive overhaul of the system. The Master Plan, in function, aligned the missions and purpose of the three largest, public higher education systems (University of California (UC), Cal State University (CSU), and California Community College (CCC)), but in actuality, it did much more than that by giving Californians opportunity. Its success made California thrive as one of the best public school systems in the country.

That all changed with the passage of Proposition 13 in 1978, which limited property taxation rates. This shifted the main source of public education funding, which is the current education funding model we know today. Our K-12 schools and our post-secondary institutions have suffered tremendously due to lack of investment.

Since funding is tied to property values, the schools hardest hit are those in areas with low property values, creating a systemic issue in how K-12 students are educated. This economic-driven approach lays the foundation for how schools are funded.

There are other systemic issues in how students are prepared to advance to post-secondary education and who is funneled to a community college vs. a 4-year degree. These decisions have long-term consequences. Average salaries are positively correlated with more educational attainment. Also, as we have seen during the COVID-19 pandemic, jobs performed by those with higher level degrees are more shielded from external disruptions like natural disasters. This has only served to further deepen economic divides.

# STAKEHOLDER MAPPING ANALYSIS

	Stakeholder	Values	Loyalties	Losses
<b>State Government</b>	California Department of Education	Optimizing school systems and enabling accessibility to education, enabling students to achieve and school systems to work well.	California residents/taxpayer, participants in school system within CA (teachers, administrators)	Government funding based on success/ failure/alignment to policy, loss of position, lack of success and public perception
	California Teachers Association	Advocating and protecting the rights of California educators and access to quality public education across the state.	Union members including: teachers, counselors, school librarians, social workers, psychologists, community college faculty and nurses, 310,000 members	Organization decline/collapse. Loss of labor rights/ protections of members.
<b>K-12 Schools/ Systems/ Organizations</b>	LA Unified School District	An educational experience with mutual respect, excellence, high expectations, equity and access to resources, and collaboration across stakeholders.	Stakeholders within LA Unified (e.g. students, teachers, admin, parents, schools, cities); LAUSD Board of Education; Superintendent (Austin Beutner); CA Dept of Education	Access to equitable education, diversity, overcrowding, large class sizes, low completion rates, funding cuts, conflict with teachers union, poor maintenance of buildings, and administrative issues
	LA County Board of Education	Optimizing school systems and enabling accessibility to education, enabling students to achieve and school systems to work well.	Voters, Campaign Donors, Teachers, Administrators, Families in their district	Loss of board position, budget challenges, lack of success and public perception
	Other 79 School Districts	Student Attendance <a href="#">California Common Core State Standards</a> Teachers & Administrators	Board of Education Superintendent of Schools Parent Teacher Association	Low Attendance rates. Low standardized test scores. Low GPA's Lack of funding for extracurricular programs. Overcrowding. Property value decreasing.
	United Teachers LA	Union representing teachers and support	Union members: Teachers, certified	Organization decline/collapse. Loss of labor rights/

		service personnel throughout Los Angeles Unified School District. Advocating for and placing protections against budget cuts to classrooms and students.	support service personnel at LAUSD and a few charter schools.	protections of members. Misrepresentation of staff members in our public schools systems throughout LA County.
<b>Higher Education</b>	LA Community College School District	To foster student success by providing equitable and supportive learning environments at their nine colleges. Completion of two or four-year degrees, certificates, transfer, or career preparation.	LA Faculty College Guild, the LACCD Board Members, Student Organizations, The California Community College System, The California Community College Board of Governors	Loss of funding, enrollment, expansion, and faculty recruitment.
	Cal State System	To provide a public service in preparing Californians to contribute to our economy and our future with a quality education that embraces different cultures and values our distinctive history.	California Faculty Association, Cal State Board of Trustees, CSU Employees Union, Student workers Union, Student Government. State Legislature and Governor for funding.	Loss of funding, students, increased cost of attendance. Loss of ability to recruit. Lower bargaining position. Loss of power.
	UC Regents	Public service, ethical conduct, compliance with law and policy, and preparation, participation and cooperation.	CA Governor and State Senate, UC System & Stakeholders, private companies having contracts with UC; general public.	Student cost of tuition, admissions, employee compensation, land management; and corruption and misconduct scandals.
<b>Other Interested Parties</b>	Advocacy Organizations	Equality; providing resources to under prioritized populations.	Their boards and funders; the general public.	Loss of funding.
	Business Community	Enabling education to ensure a prepared workforce, investment in specific areas of education (ie, STEM), some interest in community	Shareholders, Schools they recruit from and particular programs, workforce	Lack of workforce trained and available for open roles
	Philanthropy	Better educational outcomes; varies.	The funder(s).	Loss of funding; loss of standing in the community.

# TECHNICAL PROBLEM vs. ADAPTIVE CHALLENGE ANALYSIS

## WIGO using 4WH's

- How is education overseen across local, city, county, state, and national organizations, boards, and government entities?
- What programs are available to address inequities in education?
- How is public education funded? How are resources distributed?
- What are the demographics of students in Los Angeles County?
- What is the geography of need?
- What are the measurable outcomes of education at different stages and how do they differ across different groups from a race and economic class perspective?
- What reform efforts have been in focus in the past? What reform efforts are currently in focus? What have the outcomes of these reform efforts been?
- Who leads reform efforts and what are their goals?
- What are the regulatory and school system power structures? Who makes which decisions?
- What is a "good" educational outcome?

## DIAGNOSIS OF TECHNICAL PROBLEM vs. ADAPTIVE CHALLENGE

- **Technical**
  - In Los Angeles County schools are not equally/equitably funded.
  - Property taxes have direct funding into public school education. Those who rent versus those who own homes have significantly different educational experiences based off of what each entity is able to afford.
  - Students have varying levels of access to the tools necessary to focus on learning at home (internet, quiet space for work, etc)
  - Students and families go into school systems with different expectations, knowledge of what resources are available, and how to navigate the system
  - Metrics are difficult to set when it is difficult to identify what a good outcome is
- **Adaptive**
  - The educational experience for students in Los Angeles is inequitable and dependent on resources, demographics, geography and accessibility.
  - Schools are set up to serve large populations, and it is unclear what a good educational outcome is for different students
  - It is difficult to serve a population with different needs, aptitude, and goals
  - The narrative and perception of public schools results in bias and creates a void of support from families and the funding system

## CURRENT APPROACH FOR ADDRESSING THE ISSUE

- **Authority:**
  - Charter schools as a system are able to be created within CA
  - The UCs and other schools have dropped SAT/ACT scores from admissions processes (in COVID)
  - Private companies (like Google) are creating WFD programs to build a pipeline towards higher paying careers in areas where we have a gap in prepared workers.
  - National and state level efforts (by the Governor, in particular) to reopen schools.
  
- **Leadership:**
  - Prop 15 was put on the ballot in November to attempt to change the funding formula of Prop 13. Groups were formed for and against that proposition to fund influence voters.
  - Spectrum and other companies provided free internet and hotspots
  - Food distribution and other activities were put in place at the community and school level during COVID

# SPEAKER BIOGRAPHIES

## Session I - Our Education Backgrounds



**Manuel Pastor, Distinguished Professor, Sociology and American Studies & Ethnicity; Director, USC Program for Environmental and Regional Equity (PERE); Director, USC Center for the Study of Immigrant Integration (CSII)**

Pastor is a Distinguished Professor of Sociology and American Studies & Ethnicity at the University of Southern California. He currently directs the Program for Environmental and Regional Equity (PERE) at USC and USC's Center for the Study of Immigrant Integration (CSII). Pastor holds an economics Ph.D. from the University of Massachusetts, Amherst, and is the inaugural holder of the Turpanjian Chair in Civil Society and Social Change at USC.

Pastor's research has generally focused on issues of the economic, environmental and social conditions facing low-income urban communities – and the social movements seeking to change those realities. His current research culminates in his latest book, *State of Resistance: What California's Dizzying Descent and Remarkable Resurgence Means for America's Future*.

Pastor was the founding director of the Center for Justice, Tolerance, and Community at the University of California, Santa Cruz. He has received fellowships from the Danforth, Guggenheim, and Kellogg foundations, and grants from the Irvine Foundation, the Rockefeller Foundation, the Ford Foundation, the National Science Foundation, the Hewlett Foundation, the MacArthur Foundation, the California Environmental Protection Agency, the W.T. Grant Foundation, The California Endowment, the California Air Resources Board, and many others. Pastor speaks frequently on issues of demographic change, economic inequality, and community empowerment and has contributed opinion pieces to such outlets including the Los Angeles Times, the San Jose Mercury News, the San Francisco Chronicle, the Sacramento Bee, the Huffington Post, among many others.

In January 2002, he was awarded a Civic Entrepreneur of the Year award from the California Center for Regional Leadership. He has previously served as a Public Member of the Strategic Growth Council in California, as a member of the Commission on Regions appointed by California's Speaker of the State Assembly, and as a member of the Regional Targets Advisory Committee for the California Air Resources Board. Pastor received the Liberty Hill Foundation's Wally Marks Changemaker of the Year award for social justice research partnerships in 2012. In 2017, he received the Champion for Equity Award from the Advancement Project for his work with community-based organizations fighting for social change.

## Session II- K-12



### **Leslie Griffin**

Leslie Griffin has taught yoga (in person and online) for 3+ years. She is certified with a 200 hour from Yoga Works and a 40 hour from Bryan Kest. A firm believer that yoga is a necessary pastime to carve out within a busy schedule, yoga helps practitioners create space in their bodies and mind to focus when the time calls.



### **Moses Aubrey, Double Bassist**

Moses Aubrey started his musical career with Harmony Project/YOLA. Two El Sistema inspired organizations in Los Angeles. While in these programs Moses had the opportunity to collaborate with El Sistema Japan, Los Angeles Philharmonic, and the Simon Bolivar Orchestra among others. He was selected to be in the Orchestra of the Future which played at the Nobel Prize Concert (2017) under the baton of Gustavo Dudamel.

Moses attended Los Angeles City College and was the first LACC/UCLA Herb Alpert Transfer Scholar. Recently, Moses graduated from UCLA and plans to continue his education. In the summer of 2019, Moses toured Mexico with the Orchestra of the Americas. Currently, He is a bassist with the American Youth Symphony.

In his spare time, Moses can be found outside photographing any wildlife from jumping spiders to great blue herons and everything in between.



**Liliana Morales, UCSD student, Microbiology and Sociology**

Liliana Morales is a Microbiology and Sociology student at the University of California San Diego. She is an alumna of Youth Orchestra Los Angeles (YOLA), the Los Angeles Philharmonic and Music & Artistic Director Gustavo Dudamel’s El Sistema-inspired education program, as well as a YOLA National Institute (YNI) fellow. Liliana performed with YOLA at the Super Bowl Halftime Show and with various artists at the Walt Disney Concert Hall and the Hollywood Bowl and toured with the Los Angeles Philharmonic to London, South Korea, and Mexico. Through YNI, Liliana was part of a cohort of American students that participated in a week-long residency and performed with their Sistema Scotland Big Noise Raploch peers at the Edinburgh International Festival.

In high school, Liliana was part of the Creative Writing Conservatory and National Honors Society at the Orange County School of the Arts and founded an El Sistema-inspired organization in her hometown, Harmony Project La Habra. She is passionate about serving her community and finding new ways to integrate her musical background with science.



**Dalanie Harris, Double Bassist, Co-Founder and Host of “Classically Black” Podcast, Arts Administrator**

Dalanie Harris is a double bassist and podcaster from Los Angeles, CA. She began her musical studies with piano at age 7, and later switched to double bass at age 12. She has played in orchestras all over Los Angeles, including the Inner City Youth Orchestra of Los Angeles and the Los Angeles Philharmonic Association's Youth Orchestra Los Angeles. Harris went on to study double bass performance at the Eastman School of Music. In November 2018, along with friend and fellow Eastman student Katie Brown, Harris co-founded Classically Black Podcast, which brings listeners into the world of classical music through the eyes of the

cohosts: two Black classical musicians on the rise looking to share their perspective with a new and interesting twist.



**Stephen Smith-Contreras, Manager, YOLA (Youth Orchestra Los Angeles), LA Phil**

Stephen Smith-Contreras is an accomplished musician, educator, and cultural worker. He has a passion for using music and art as an agent for change and is committed to empowering youth and communities through his work. Stephen has developed and implemented a variety of arts education curricula with schools, arts institutions, and community-based organizations. Currently, Stephen works at the LA Phil's Learning department where he manages YOLA National programs and local initiatives aimed to provide access and opportunities for young musicians.

Stephen holds a Masters degree in music from California State University Los Angeles and degrees in Anthropology and Ethnic Studies from the University of Colorado at Boulder.



**Dr. John Garcia III, President, Greater Los Angeles Education Foundation**

Dr. John Garcia III is currently President of the Greater Los Angeles Education Foundation. Previously, he was the Senior Program Officer for Education at the California Community Foundation. John has served as a consultant for the National Governors Association, Jobs for the Future and the Southern Regional Education Board. He was also a policy analyst for the White House Initiative for Educational Excellence for Hispanics and resident fellow at the Bill and Melinda Gates Foundation. John began his career in education as a school counselor after working for Intel Corporation and Jet Propulsion

Laboratory and founded the Arizona College Access Network at the Arizona Commission for Post-secondary Education.

John received his bachelor's and master's degree from Arizona State University. He received his doctorate in education leadership from the Harvard Graduate School of Education. John is currently a board member of Grantmakers for Education, Social Venture Partners Los Angeles, and the New York Leadership Academy.



**Yasmine Pomeroy, LAUSD High School English Teacher**

Yasmine Pomeroy is a native of the San Fernando Valley, the daughter of an immigrant, an abolitionist educator, a CTA State Council member, and an AD45 Delegate. As an English language learner, she wanted to become an English teacher to advocate for students the way her teachers advocated for her. For the past six years, not only has Yasmine been teaching High School English, but has spent her career ensuring her students receive the best education and support possible. Yasmine is also incredibly active in her Union, the United Teachers of Los Angeles (UTLA), and the California Teachers Association (CTA), where she continues to fight for schools and communities. Through UTLA, she has been able to assist in writing curriculum for Black Lives Matter in Schools, and is an active member of the Racial Justice Committee. Most recently, Yasmine was elected to serve as a CTA State Council Representative as well as a CADEM Delegate for the 45th Assembly District of Los Angeles. She feels strongly about entering the political world through an educational lense and feels educators approach issues much differently. She is ready to extend her passion, experience, and drive to her city as a Los Angeles City Council Member.

## Session IV-WORKFORCE DEVELOPMENT



**Ali Raisdanai, MPA CWDP PHR, Deputy Director, Strategic Planning & Partnership Development (HSA I), [Los Angeles County Workforce Development Board](#)**

Ali Raisdanai serves as the Deputy Director of Strategic Planning and Partnership Development for the Los Angeles County Workforce Development Board, part of the executive-level advisory staff to Board Commissioners and Executive Management of the Board and County Agency (Workforce Development, Aging, & Community Services). Mr. Raisdanai is a twenty-three year professional with private sector and public service experience. As a public steward, Mr. Raisdanai is vested in the future of work, strategically aligning workforce and economic development framework to problem-solve critical societal issues and effecting more equitable and inclusive educational and career opportunities for historically disproportionately-impacted populations to ensure social mobility and prosperity for generations. As a lifelong learner, Ali is eager to learn and be enriched from the diverse knowledge, experiences and voices of his Coro facilitators and cohort.



**Carolyn Hull, General Manager, [Economic and Workforce Development Department, City of Los Angeles](#)**

Carolyn M. Hull was confirmed as the new General Manager for the Economic and Workforce Development Department (EWDD) by the City Council on January 29, 2020. Ms. Hull was nominated for the position by Mayor Eric Garcetti on December 30, 2019, and she comes to EWDD with extensive experience in workforce and economic development.

Ms. Hull was most recently the Vice President of Strategic initiatives and Industry Cluster Development at the Los Angeles County Economic Development Corporation (LAEDC), where she oversaw strategies and programs to promote job creation, business investment, and workforce development initiatives to strengthen the alignment of LA County’s workforce and education systems with industry needs.

Prior to joining LAEDC, Ms. Hull was the South Los Angeles Regional Administrator for the Community Redevelopment Agency of the City of Los Angeles (CRA/LA). In this role, Ms. Hull managed all redevelopment programs, activities and staff for the South Los Angeles region. During her tenure at CRA/LA, Ms. Hull served as the CRA/LA’s Manager of Capital Finance. In this capacity, she analyzed project-financing plans, and developed financing structures to optimize the utilization of public and private resources for all of CRA/LA’s priority projects. At the same time, Ms. Hull served as the co-founder and President of the Los Angeles Development Fund (LADF). Under her leadership, LADF received and managed a \$75 million New Markets Tax Credit Allocation. In addition, Ms. Hull managed CRA/LA’s \$700 million portfolio of conduit bonds.

Prior to joining CRA/LA, Ms. Hull served as a Director at CB Richard Ellis Consulting (CBRE Consulting), based in Los Angeles. At CBRE Consulting she provided consulting services for a wide range of real estate development projects for corporate, institutional, nonprofit, and governmental clients in key service areas all over the United States, including economic development and redevelopment, development feasibility analysis, highest and best use studies, fiscal and economic impact analysis, policy analysis, transit-oriented development, and corporate location strategy.

Ms. Hull holds a Bachelor of Science degree in Industrial Management from Carnegie-Mellon University and a Master of Science degree in Economics and Urban Planning from the London School of Economics, in addition to a Certificate in Real Estate Finance from the Massachusetts Institute of Technology.



**Richard Verches, Executive Director, [Center for a Competitive Workforce](#)**

As the Executive Director for the Center for a Competitive Workforce, Richard developed, led and implemented a strategic regional workforce development and sector initiative of the 19 community colleges in the L.A. region, in partnership with the Los Angeles County Economic Development Corporation (LAEDC) and its Institute for Applied Economics and Industry Councils for Digital Media/Entertainment, Advanced Transportation, Aerospace and Advanced Manufacturing, and Bioscience. Identify, develop and manage employer engagement efforts in high-growth sectors to develop and promote partnerships to increase access and diversity in hiring opportunities for talent completing degrees and industry-recognized training, certificates or vocational programs. Frequent presenter and speaker at local, state and national business, education and workforce development conferences and events. Support strategic education and industry-informed training initiatives for employers such as Amazon Web Services to enhance workforce diversity and inclusion efforts and opportunities. Coordinate outreach to diverse community, industry and media to promote community colleges as a reliable and quality pipeline for diverse talent. Provide logistical, event planning and communications support to Regional Marketing and California Cloud Computing regional projects. Coordinate production and distribution of regional labor market, economic intelligence and deep-dive sector reports for diverse communities and stakeholders. Independent Consultant to Santa Monica College and LAEDC.

From 2016-2018, Richard was the Los Angeles Director of the LA/OC County Regional Consortium, working as the Co-Regional Chair for a consortium of 28 community colleges and Chair for the 19 L.A. colleges, comprising the largest of the seven designated statewide regions of 114 community colleges, to coordinate \$248M Strong Workforce Program in the L.A. region, reporting to the California Community College Chancellor's Office. Lead and support regional initiatives to increase diversity and inclusion of locally-trained and educated talent in high-growth industry sectors. Coordinate statewide career education re-branding initiatives and support regional alignment of career education curriculum and training with industry demand and regional economic priorities. Support development of industry-recognized training and certificate programs for new and emerging occupations in high-growth industries. Develop and implement strategies, programs and outreach to ensure awareness and access by diverse communities to high-growth occupation and career opportunities. Manage and strengthen existing and new employer, community-based organization, education and labor union partnerships to align regional talent development efforts with diversity and inclusion initiatives in key industries. Develop and update annual workforce development plan for L.A. region colleges. Coordinate publication of labor market research and intelligence reports. Invited presenter at state and national conferences including the National Dropout Prevention, L.A. County TAY Systems Improvement, Blueprint Foster Youth, National Democratic Governors Association, Native American Veterans Association conferences, and the Boards of Directors of Goodwill Southern California and New Economics for Women.

From 2009 - 2017, Richard was the Executive Director of the LA County Workforce Development Board for the LA County Department of Community and Senior Services. There, he managed a 42-member commission of business, labor, education and government officials appointed by the L.A. County Board of Supervisors, responsible for policy, strategic planning, and oversight of over 25 agencies contracted to increase workforce diversity and inclusion through training, job-readiness and placement services to

jobseekers and youth in 3rd largest region (\$50M -\$87M) funded by US Department of Labor. Plan up to 40 public meetings for review of quarterly and annual financial, program performance, legislative reports by Executive, 8-10 standing committees and advisory councils; coordinate employer, community and stakeholder relations to identify opportunities and develop diversity and inclusion opportunities. Organize and lead annual briefings for members of Congress and state legislature. Strategic coordination and collaboration of business, government, education and community partners. Speaker at local, state and national workforce and education conferences/meetings. Recognized in 2014 as one of 15 “High-Performance Workforce Boards. Elected to California Workforce Association Board of Directors, Executive Committee (2011-16), Vice Chair of Legislative Committee (2011-13) and Capacity Building Committee (2013-16). National Association of Workforce Boards inaugural national Leadership Class and U.S. Conference of Mayors Workforce Development Council learning about and sharing strategies to increase diversity and inclusion with the resources and programs of the public workforce development system. Led transition of Workforce Investment Board to Workforce Development Board consistent with new federal law and changes in County Code to reduce Commission size, composition, terms, and appointment of new Board.



**Claire Anderson, Program Manager, Workforce Development, [Los Angeles County Economic Development Corporation](#)**

In her role as Workforce Development Program Manager at the Los Angeles County Economic Development Corporation (LAEDC), Claire Anderson works to strengthen the alignment of LA County’s workforce and education systems to rapidly changing industry needs, through the Center for a Competitive Workforce’s collaborative efforts. Prior to joining LAEDC, she managed the development and delivery of Larta Institute’s Commercialization Assistance Program for the U.S. Department of Energy Small Business Innovation Research Program, providing business assistance to over 400 government-funded scientists and engineers each year.

Claire’s career in economic development began in 2013 at Women’s Economic Ventures, a nonprofit business support center and loan fund in Santa Barbara county. Her passion to create a more equitable and inclusive society through business ventures and job training programs has only grown in each role she’s held, striving to provide and strengthen resources, strategic partnerships and long-term solutions in her local economy, and thus community. She received her Master’s Degree in Business Administration from Azusa Pacific University and her Bachelor of Arts in International Studies from the University of California, Santa Barbara.



**Lisa Salazar, Director, Workforce Development & Economic Opportunity, Office of Mayor Eric Garcetti, City of Los Angeles**

Lisa T. Salazar is a Policy Director for Los Angeles Mayor Eric Garcetti, overseeing his agenda for workforce development, education career pathways, and veteran suicide prevention. Her primary responsibilities include the development and advancement of career opportunities in high-growth industries for vulnerable populations, with an emphasis on cross-system collaboration. Salazar has two decades of experience crafting and implementing public policy on job training and skills development, youth and adult employment, economic development, education access in K-16, equity, and the future of work. Her extensive experience also includes leading large-scale systems change to achieve data-driven results, as well as improving government services through participatory leadership and strategic thinking. Previously, Salazar was the lead administrator of the Youth Workforce Development System in the City of Los Angeles' Economic and Workforce Development Department. Salazar holds a Master's degree in Executive Leadership from the University of Southern California and a Bachelor of Science degree in Organizational and Industrial Psychology from Saint Mary's College of California.



**Trevor Kale, Vice President, [Chrysalis Enterprises](#)**

Trevor Kale leads Chrysalis' social enterprises, which collectively generate over 1,500 transitional jobs per year and more than \$25 million in annual revenue. Trevor has over 20 years' experience spanning both for-profit and nonprofit organizations. Early in his career he delivered in-home interventions for at-risk youth and their families in his native state of Montana. He then moved to Sydney, Australia in 2000 where he gained international business experience with mobile phone giants Vodafone and Virgin Mobile. Trevor moved back to the USA in 2005 and worked in operations for a high-tech startup in Los Angeles before returning to nonprofit work with Chrysalis in 2008.

Trevor was awarded a Marano Fellowship from the Aspen Institute and Public/Private Ventures in 2009, a Coro Executive Fellowship in 2011 and was named to American Express' "50 under 40" Social Enterprise leaders in 2014. He serves on the Advisory Board of Feast, an organization that improves long-term health and wellness in South L.A. He also serves on the Board of Trustees for Non Profits' United, a member-owned nonprofit insurance group.



**Amy Amsterdam, previously Director of Operations, [Manifest Works](#)**

Amy Amsterdam has spent her career working at the intersections of nonprofit, community organizing and community development. A long-time Angeleno, she has a passion for the vibrant and boundless creativity and diversity that is Los Angeles and will wax on about it to anyone who will listen. Amy is an alumnus of the first Coro Lead LA cohort. She can currently be found walking around LA with her dog or watching her son play baseball for the Hamilton High School Yankees.



**Chris Rico, Founder & Chief Privilege Officer, [LevelUp Creative](#)**

Chris Rico is the founder of LevelUP, a social enterprise with a unique vision to provide studios, networks, and creative agencies with a fully formed, diverse talent pipeline with candidates who have both creative and emotional competency. The breadth and diversity of Chris's experience across Entertainment, Education, Politics, and Philanthropy has brought him to this moment of synthesis with his vision for LevelUp – a truly innovative platform and launchpad in service of underutilized communities.

Prior to founding LevelUP, Chris led the Center for Innovation at the Los Angeles County Economic Development Corporation, a private nonprofit whose mission is the advance opportunity and prosperity for all Angelenos. Chris built InnovateLA, a multi-week, county wide innovation festival with over 150 events on the calendar. InnovateLA which tells the story of Los Angeles, a place where you can come to innovate anything. In recent years Chris also led the LAEDC's industry cluster development efforts in Digital Media and Entertainment where he works with both industry and academic institutions to build career pathways that best represent the diverse Los Angeles population.

Prior to his tenure at LAEDC – Chris worked in multiple roles in film and television development and production in Hollywood. His passion for progressive values and social change prompted him to take those skills into the political arena where he worked with Arianna Huffington as a state organizer, Moveon.org as a lead organizer, and campaign director for a local ballot initiative to promote water conservation and sustainability in San Francisco. With a desire to better understand poverty and

education in America on the front lines, Chris became a licensed special needs educator and worked with low income students at both Johnny Cochran Middle School in South LA and an opportunity youth focused charter school in the Bay Area. Next, he consulted for the Bill and Melinda Gates Foundation on ActivateED, a campaign to promote prestige in education. He also brought more philanthropic donors into the nonprofit landscape for Bright Funds, and an open source digital voting project for the OSET Foundation.



**Angela Duffy, Project Manager, [Grow with Google](#), Adecco**

Angela is passionate about equity in educational opportunities and has contributed to education and workforce development programs over the past ten years. She is currently working with Adecco on the Google account, specifically focused on bringing the Google Career Certificates to community colleges and CTE high schools nationwide. Previously, Angela focused on workforce development and organizational capacity building at the Institute of International Education and especially enjoyed working with women entrepreneurs in Tunisia as part of the Women's Enterprise for Sustainability program. She also has experience contributing to philanthropy initiatives in the education and environmental sectors. Angela is a graduate of Gonzaga University (go Zags!) and calls the California Bay Area home.

# CURRENT EVENTS AND ADDITIONAL RESOURCES

## VIDEOS & FILMS

- [TEACH](#): Oscar-winning filmmaker Davis Guggenheim's documentary on the subject of education in America, asks the question, "What does it take to be a teacher?" Hosted and narrated by Oscar-nominee Queen Latifah, TEACH offers a rare glimpse inside four public school classrooms in different cities around the country.

## WEBSITES & REPORTS

- [About the City of Los Angeles, Economic and Workforce Development Department](#)
- [Center for a Competitive Workforce Annual Report](#)
- [College-Going in LAUSD: An Analysis of College Enrollment, Persistence, and Completion Patterns](#)
- [Beyond the Schoolhouse: Overcoming Challenges and Expanding Opportunity for Black Youth in LA County](#)
- [LA County Local Workforce Development Area Map](#)

## ARTICLES

- [Prison 2 Employment: 'We need someone in our corner'](#)
- [Income Inequality and Economic Opportunity in California \(Public Policy Institute of CA\)](#)
- [Sleepless nights. Double shifts. COVID-19 is forcing high school students to help support families](#)



## **Educate yourself.**

Educate yourself on education and workforce development programs, identifying the impact of race and income inequality within the system. Read the articles we've provided, build a foundation and fluency in asking questions about race and whose story is being centered when it comes to education. And keep engaging as news emerges.

## **Give.**

Give your time or donate your resources to kids to enrich their education through mentorship or volunteering with after school and non-profit programs, or provide your support to Workforce Development organizations that are working to create equity in the professional fields.

## **Vote.**

Be an informed voter and VOTE in city, county, and state elections.

# ACKNOWLEDGEMENTS

Thank you to the following individuals, who without their knowledge, expertise, generosity, and spirit, we would not have been able to dive deep into this work.

- Jessica Kim
- Grace Davis
- Andres Cuervo
- Maritza Dubie
- Kindalle Brown
- Jamie Francisco
- Manuel Pastor
- Marcy Zaldaña
- Nichelle Henderson
- Sandra Hutchinson



**ENERGY, ENVIRONMENT,  
AND TRANSPORTATION**

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2021

**Issue Day**

# **Transportation**

**A lens on social and  
environmental justice**

*April 16, 2021*

Green Team Members

Ashlye Durrell, Mark Goshgarian, Dr. Tunette Powell,  
Isaac Rosen, Sam Soloman, Geoff Thompson

*Coro Lead LA Cohort 3*



# Table of Contents

- Guiding + focusing questions
- Purpose + outcomes + process
- Historical context
- Current state of transportation
- Policy overview
- Planning overview
- Stakeholder (Agencies, Interviewees & Guests)
- References





**Guiding  
Question**

How can the city of Los Angeles be a leader in transportation policy to ensure environmental justice and equity for historically marginalized communities?



## Focusing Questions

1. How can opportunities be created to address economic inequality through greener power generation, zero emissions technologies, and more efficient transportation?
2. How can environmental goals be met (as set forth within its 2019 Green Deal Plan), while ensuring social equity for historically marginalized communities?
3. How can state and local transportation policy goals be fulfilled by the City of Los Angeles to ensure outcomes that are felt equitably across geographic and socio-economically diverse regions?
4. How is the City of Los Angeles conducting transportation planning that is culturally responsive and sustainable?



## **Issue Day Purpose**

To provide a contextual overview of transportation history and policy in the City of Los Angeles.

To present a lens and a set of tools to help position us as leaders to address social and environmental issues that center on those most impacted and historically marginalized.



**Issue Day  
Outcomes**

- A sense of engagement and the stakes: an interactive and informative experience
- Putting people at the forefront of policy outcomes
- Ensuring conscientiousness in how transportation issues impact those most vulnerable
- Identifying how our experience and that of decision makers influence the transportation policy debate
- Understanding the current transportation landscape in LA, and its intersecting environmental issues
- Evaluating as a cohort the adaptive and technical challenges to equitable transportation policy moving forward
- Vision and purpose for guiding future transportation policy
- Greater clarity on calls to action and intersectionality of issues at play

# Schedule

- 09:00 - 09:05 am Welcome/Introduction
- 09:05 - 10:05 am Identity and Positionality: How Does Who We Are Shape the Work We Do? [Ashlye & Tunette]
- 10:05 - 10:30 am Setting the Historical Context: LA's Quest for Environmental Justice [Geoff & Mark]
- 10:30 - 10:45 am Break
- 10:45 - 11:45 am Keynote Speaker and Q&A: Ivory Rose Parnell-Chambeshi [Ashlye & Mark]
- 11:45 - 12:30 pm Dialogue: General Jeff, activist, 'Mayor' of Skid Row [Geoff]
- 12:30 - 2:00 pm Lunch Break / Outdoor Sensory Experience [Ashlye]
- 02:00 - 02:30 pm Morning Session Recap & Debrief [Sam]
- 02:30 - 03:00 pm Policy Overview and Summation [Geoff, Mark & Sam]
- 03:00 - 04:00 pm Policy Roundtable: Ashley Mack, Ethan Elkind, & Faisal Roble [Isaac]
- 04:00 - 04:15 pm Break
- 04:15 - 04:30 pm Policy Roundtable Debrief [Isaac, Geoff & Sam]
- 04:30 - 04:55 pm Issue Day Debrief: From an Issue Day to a Collective Policy Agenda [Green Team]
- 04:55 - 05:00 pm Expression of Gratitude & Issue Day Feedback Survey



## Civic Challenge

- **Systems of transportation privilege and oppression**
- **Inclusive participation in transportation decision-making**

The next few years present us with more pressing questions than we have ever faced. Though we can look to the past for examples where our collective actions as humans posed grave risk to certain races and classes of people, particularly Black, Brown, Asian and “BIPOC” persons, the global warming crisis first discovered nearly 50 years ago in the 1970s is reaching a tipping point for our survival as humans across all the many differences we may have, perceived or actual. Our current path of dependence on fossil fuels in not just energy generation and transportation, but farming and industrial production are slowly leading us into a dystopian era where our earth may become inhabitable. Species, both plant and animal, who depend on us for protection and stewardship will be lost forever because we aren't shifting our behavior.

Though this may be a global challenge, it is one that Los Angeles has faced for decades and began addressing at the state and local level when emissions from dirty fossil fuel transportation sources began choking Angelenos beginning in the late 1950s. We engineered our own crisis by underinvesting in mass transit and overinvesting in private vehicle ownership via massive roadway projects that exacerbated racial and economic divisions already present in our city and region.

Only we can undo the environmental harm that has been done, the act of which, if done well, will undo the social, racial, and economic divides the last century brought to LA with fossil fuel extraction, redlining, and large infrastructure projects that disproportionately negatively impacted black and brown Angelenos. Energy policy, transportation, and environmental stewardship are inextricably linked to one another. Addressing environmental justice centers the discourse on our earth's future around the pressing social, economic, and racial disparities built into Los Angeles' form and history. Doing so is a win-win-win for our region: a win by improving our quality of life with better air quality, reduced noise, air, and water pollution, a win by reducing the impact the United States' second largest city has had creating greenhouse gas and water pollution for the region and our world, and a win by bringing equity to the lives of Angelenos currently caught in poverty and poor health outcomes.



# Historical Context: LA's Quest for Environmental Justice



## History at a glance: Los Angeles

- Los Angeles transportation relied heavily on animals (horses, oxes, donkeys, and even goats)
- 1900 census reports estimated approximately 8,000 horses in Los Angeles alone
- About 1 horse for every 12 residents.

Long Beach -  
1892



## History at a glance: Los Angeles

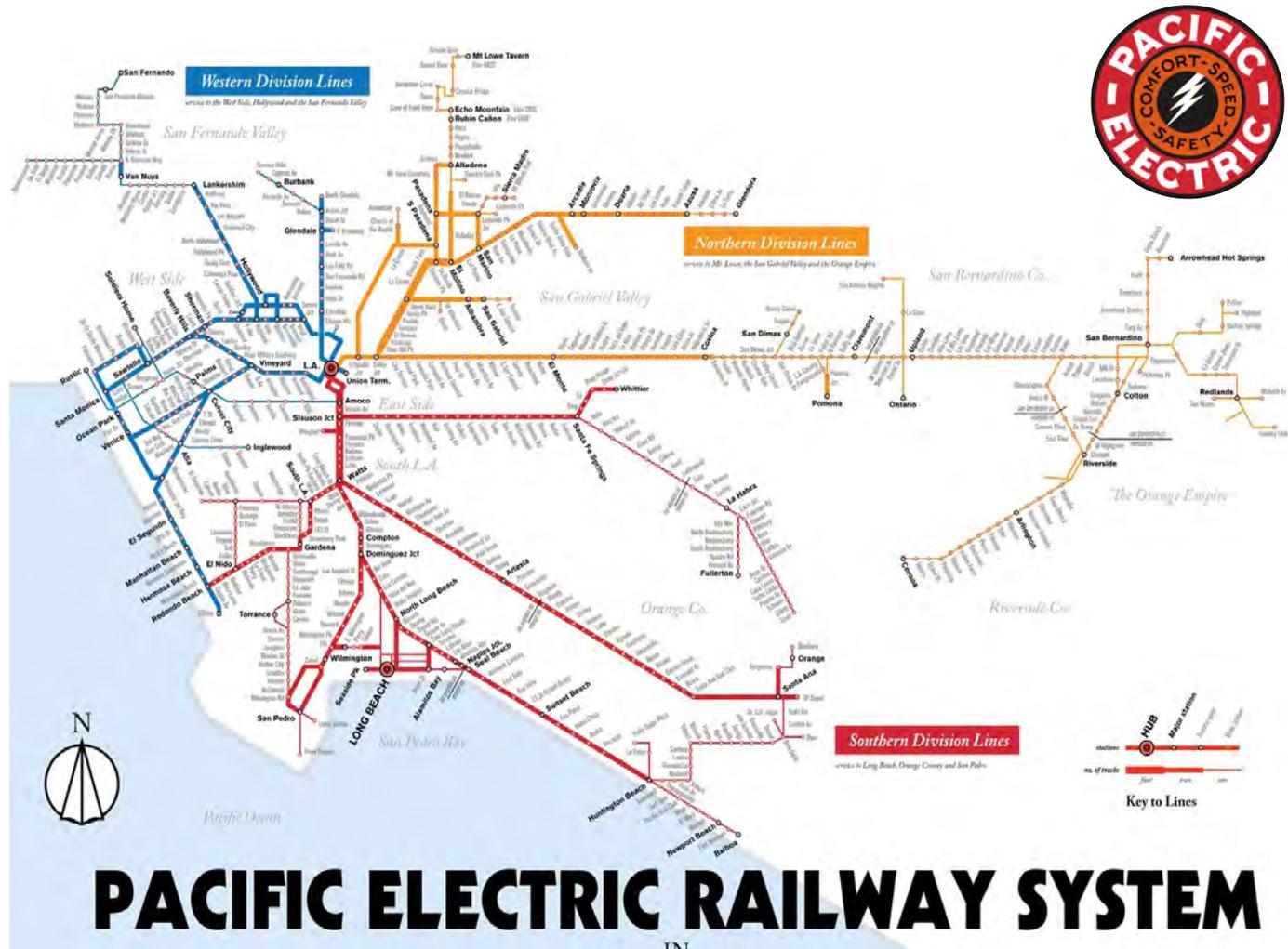
- Beginning in 1887, Los Angeles began to adopt the use of street cars (rail cars) for mass public transportation
- The first one was implemented on Pico Street
- Street cars began to become widely adopted, allowing individuals to live further away and be transported easily around the city

Vermont Avenue  
- 1940s



## History at a glance: Los Angeles Rail System - Who knew?

This map represents all of Pacific Electric Railway System's lines in Southern California as of 1926. The line webbed from Santa Monica to San Bernardino, to Huntington Beach and Santa Ana to Van Nuys.



# PACIFIC ELECTRIC RAILWAY SYSTEM

By the  
numbers

**109 million & 1,150 miles**

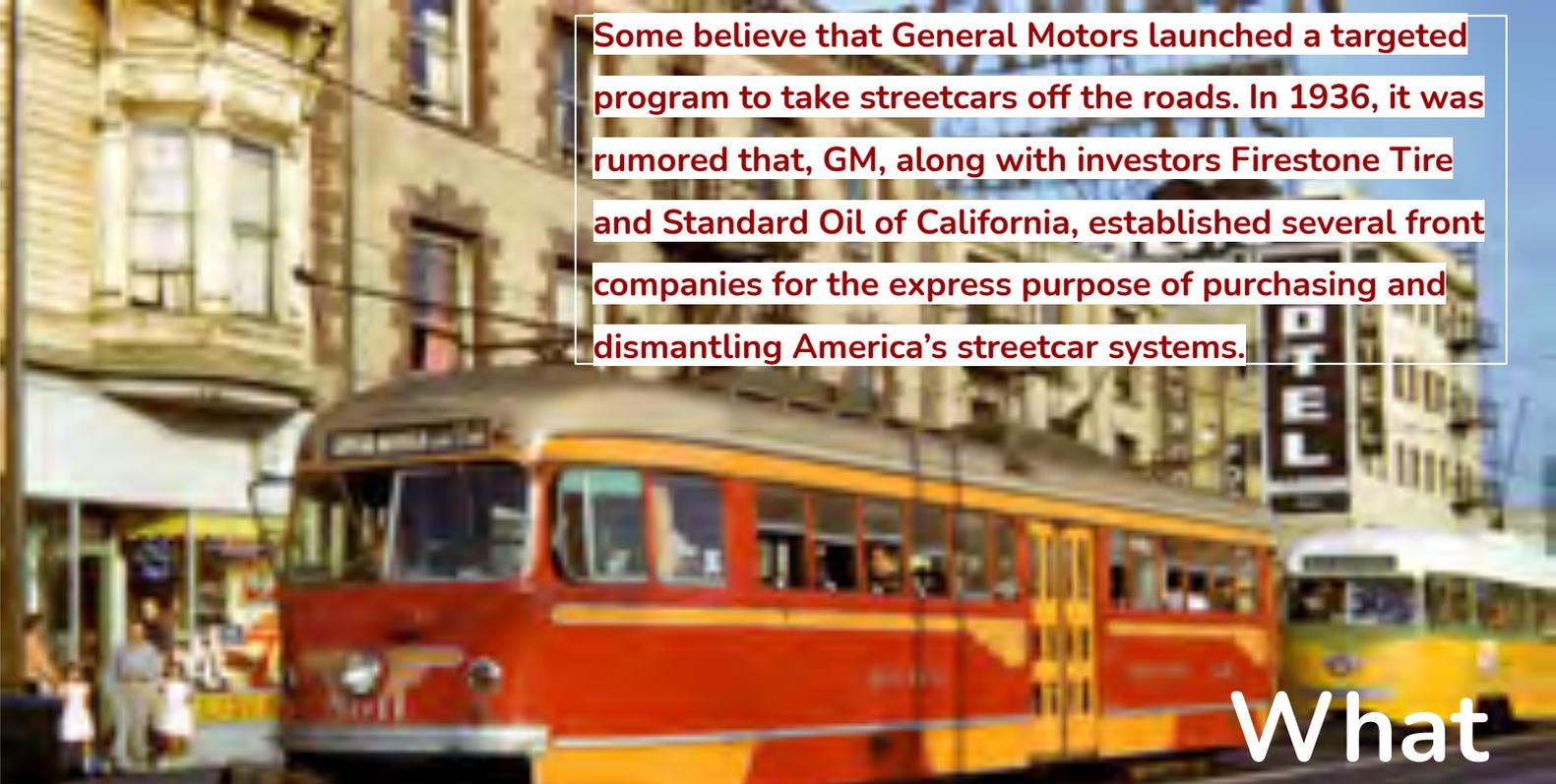
Number of riders and track distance of the Pacific Electric Railway (red car) at its peak in 1944. In context, that is approximately 300,000 riders a day.

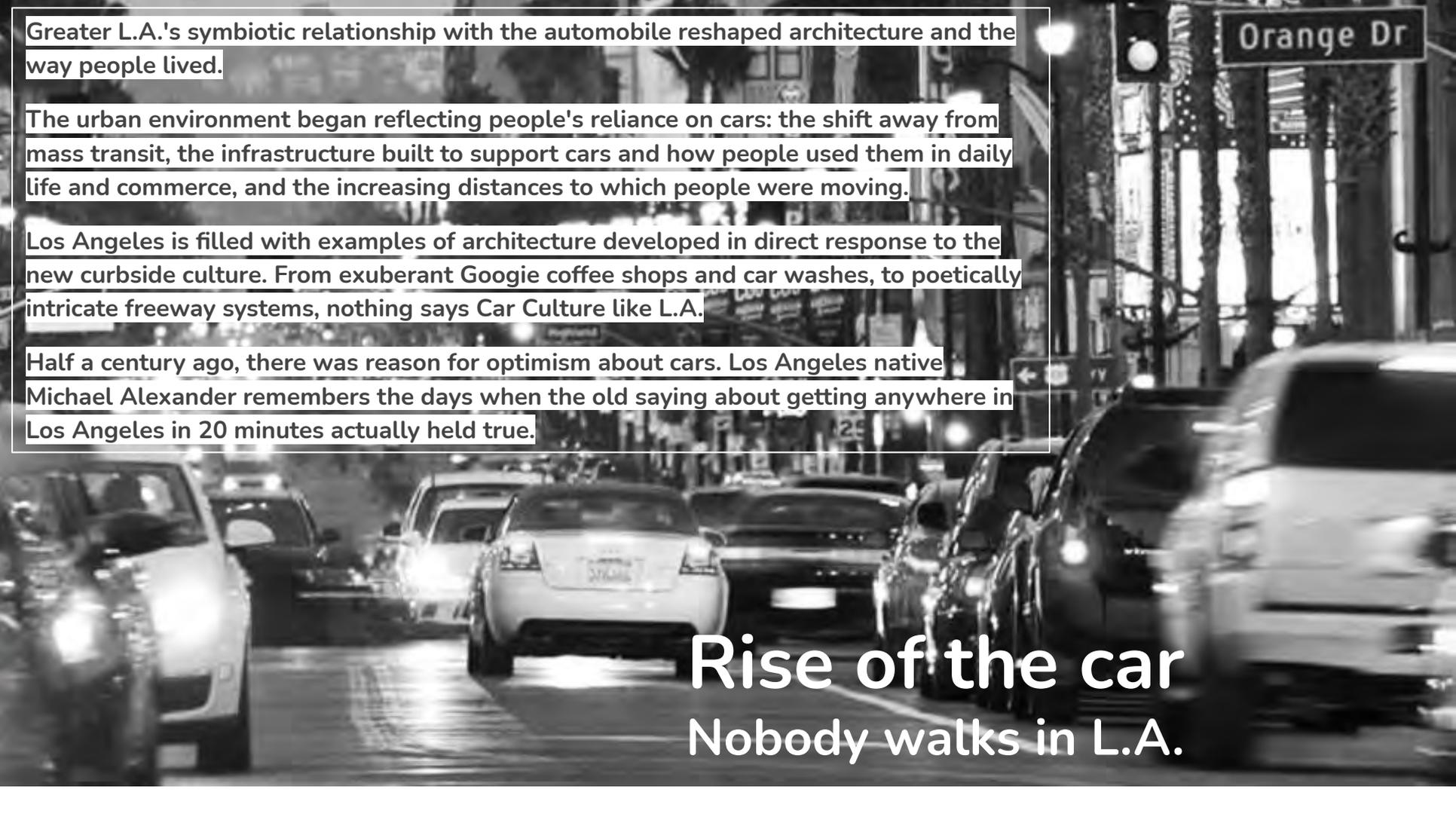
## Historical Background

The Pacific Electric Railway, or the Red Cars, operated from 1901 to 1961. The system lasted for over fifty years, and at its peak traversed over 1,100 miles of track with 900 electric trolley cars. For years, the streetcar system was considered to be a "vital cog in LA's transportation system," according to author Steven Ealson.

Some believe that General Motors launched a targeted program to take streetcars off the roads. In 1936, it was rumored that, GM, along with investors Firestone Tire and Standard Oil of California, established several front companies for the express purpose of purchasing and dismantling America's streetcar systems.

What  
ever happened to  
LA's street car?





Greater L.A.'s symbiotic relationship with the automobile reshaped architecture and the way people lived.

The urban environment began reflecting people's reliance on cars: the shift away from mass transit, the infrastructure built to support cars and how people used them in daily life and commerce, and the increasing distances to which people were moving.

Los Angeles is filled with examples of architecture developed in direct response to the new curbside culture. From exuberant Google coffee shops and car washes, to poetically intricate freeway systems, nothing says Car Culture like L.A.

Half a century ago, there was reason for optimism about cars. Los Angeles native Michael Alexander remembers the days when the old saying about getting anywhere in Los Angeles in 20 minutes actually held true.

Rise of the car  
Nobody walks in L.A.



## Rise of Automobiles and Downfall of the Los Angeles Rail

Beginning in **1887**, **Los Angeles began** to adopt the use of **street cars (rail cars)** for mass public transportation, with the first one implemented on Pico Street. Not without their problems at the beginning, these street cars began to become widely adopted, allowing individuals to live further away and be transported easily around the city. **By the 1920s**, it is reported that Los Angeles had **the best street car system in the country** and boasted approximately 1,110 miles of rail lines--**connecting Balboa Island to the San Fernando Valley**. At that time, however, these lines were principally **privately owned** by organizations such as the Los Angeles Railway Company, the Los Angeles and Redondo Railway, Southern Pacific and Pacific Electric Railway Company. These private companies were alleged to hold monopolies over public transportation in Los Angeles and **were plagued by worker strikes that affected reliability**. On top of that, the cars were so widely used, riders often packed in tightly just to get a ride. An uncomfortable experience.

In a conscious effort to **diversify public transportation** to account for Los Angeles' rapid population growth, **beginning in the 1930s** the city started breaking ground on their first highways to assist traffic associated with the more than 800,000 registered automobiles at the time. The move to expand highway building only increased when in **1947 California passed the Collins-Burns Highway Act** which, among other things, implemented a 1.5 cent fuel tax that funded highway expansion.

The **increase in highway expansion**, and policies adopted to **facilitate the use of automobiles**, such as more and better parking in concentrated areas, expedited the demise of the rail car system. Those policies, along with rail car company **mismanagement**, consumer preference for **autonomy** and uncramped rail cars, and **irregularity due to worker strikes**, caused the rail cars to **phase out of existence by the late 1960s**.

By the  
numbers

**55,000**

Estimated number of cars in  
Los Angeles in 1915

**7,931,003**

Estimated number of cars in  
Los Angeles in 2020

## By the numbers

# LA County at a Glance

Home to more than  
**10 million people**  
- the most populous county in the U.S.

Metro operates the  
**3rd largest transit system**  
in the nation, with more than  
**1.2 million daily boardings**

Providers operate  
**Over 7,00 buses**  
and serve approximately  
**1.6 million daily** bus passengers

Metro's **1,433 square-mile transit service**  
area fits the combined land areas of:

Boston	Philadelphia
Dallas	Portland
Denver	San Francisco
New Orleans	Seattle
New York City	Washington DC

In addition to Metro,  
**16 municipal operators** and  
**42 local operators**  
serve LA County residents

Metro Rail and Metrolink trains carry over  
**340,000 daily passengers**  
on **300 miles of rail**

Has close to  
**22,000 miles**  
of highway, arterial, and local roadway



(Metro, 2018)

# By the numbers

## Commuter Data

**78%**  
drive alone

**3%**  
walk

**10%**  
carpool

**3%**  
other

**6%**  
public  
transportation

64.9% non-white  
70.2% Hispanic  
67.6% foreign born  
75.5% earned <\$25K  
32.7% no vehicle

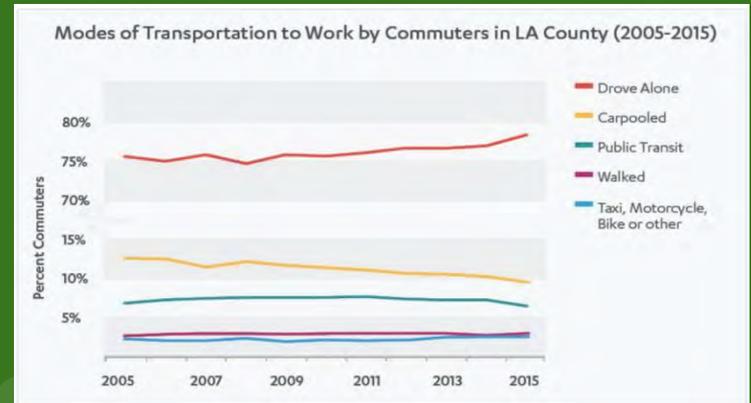


Figure 1. Surveyed Estimate of Commuter Transportation Modes in L.A. County?

\*Data as of 2015



## Workers are living farther from their jobs over time, as housing costs rise

This is increasing commute distances, especially in the Bay Area, and reducing demand for transit.



## Transit Blues in the Golden State

*August 31, 2020*

Public transit ridership in California was falling in the years leading up to the COVID-19 pandemic -- for a variety of reasons.

For more information from the statewide study, visit [its.ucla.edu/transit](https://its.ucla.edu/transit)

By the numbers

## Mass Transit

**74%**

of LA County's population lives near a Metro bus stop

**-12%** / **-8%**

Metro Bus / Municipal Operator lines

bus ridership has been on the **decline**

\*Data as of 2015

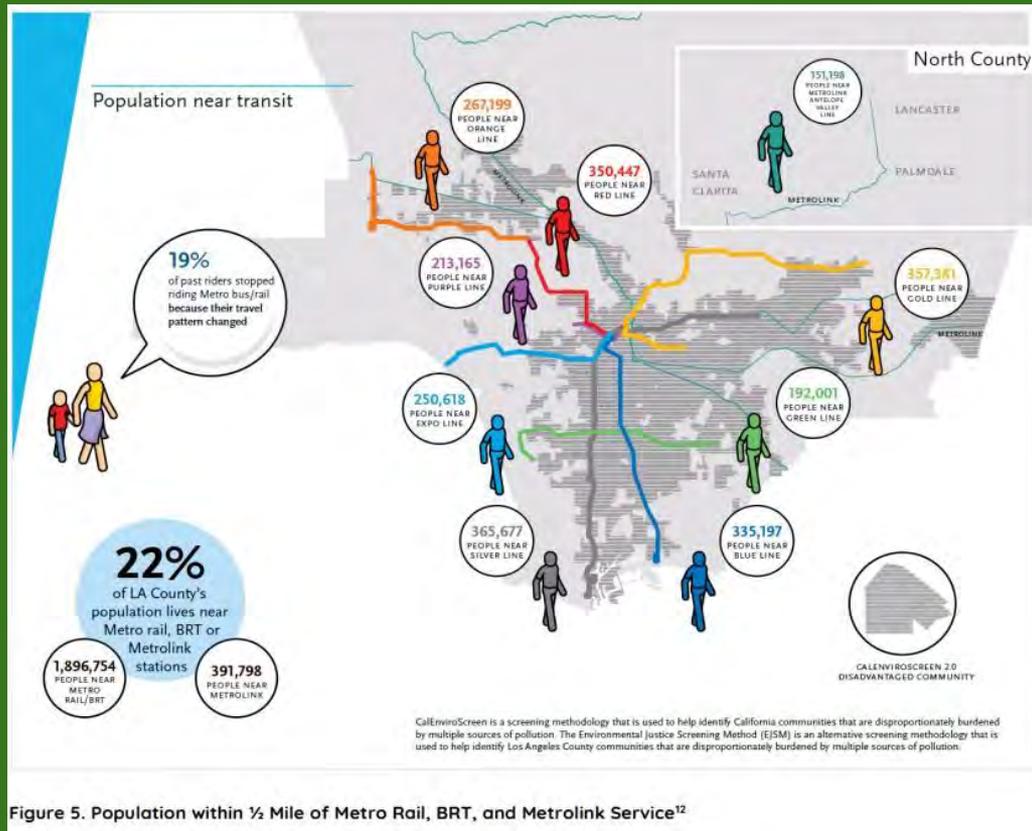
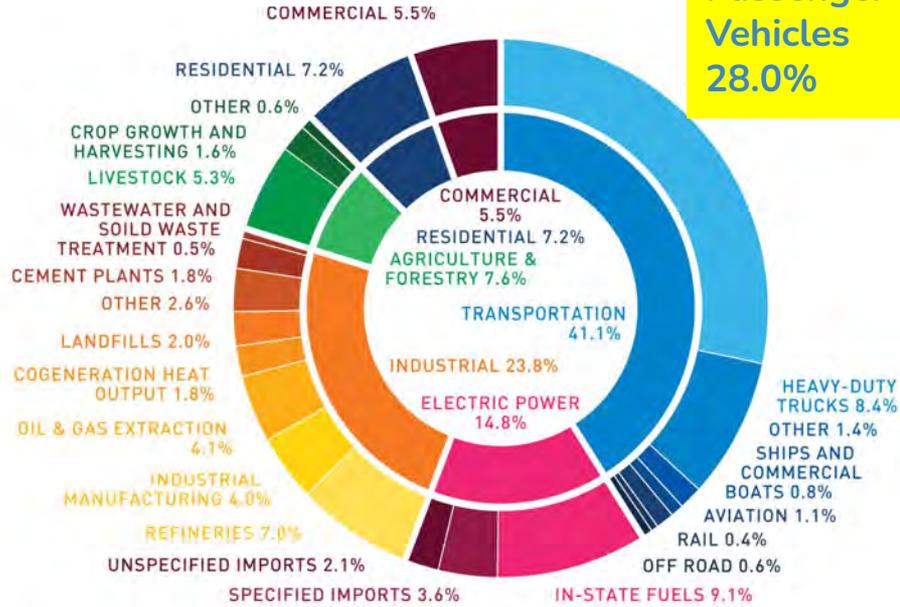


Figure 5. Population within ½ Mile of Metro Rail, BRT, and Metrolink Service<sup>12</sup>

# Greenhouse Gas Emissions by Source California, 2017



Transportation is the **GREATEST** contributor of GGEs in California.

Passenger vehicles account for over **TWO-THIRDS** of those emissions.

A dip in GGEs occurred following the 2008 recession, which has trended upward since as we resume BAU.



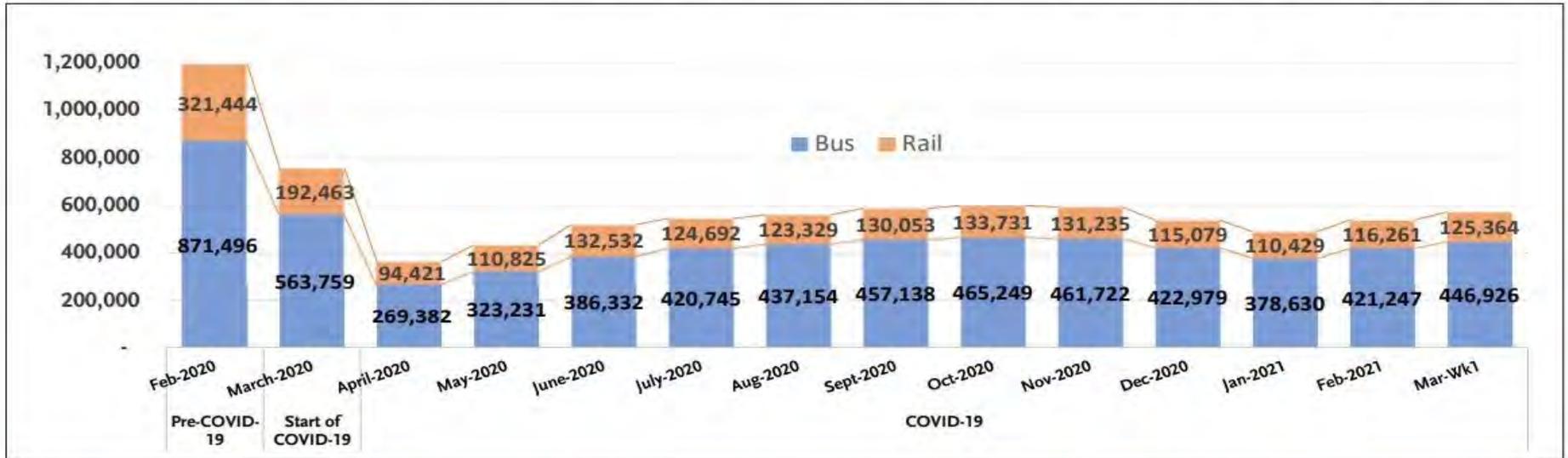


**Has the COVID-19 pandemic resulted in any change to transportation patterns or behavior?**

**99%**

Level of pre-pandemic miles driven by persons in Los Angeles as measured  
March 21

# Systemwide Average Weekday Ridership Update



Ridership	Pre-COVID-19 Feb-20	Start of COVID-19 Mar-20	April-20	May-20	June-20	July-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar Wk 1 2/28-3/6
TOTAL	1,192,940	756,222	363,803	434,056	518,864	545,437	560,483	587,191	598,980	592,957	538,058	489,059	537,508	572,290

**Notes**

3/19/20 - Safer at Home Order Issued; 11/30/20 - Targeted Safer at Home Order Issued, 2/26/21 - Safer L.A. Order Issued

\*Metro Regional Update - South Bay Cities April 2021



## Dialogue: General Jeff, Skid Row Community Activist

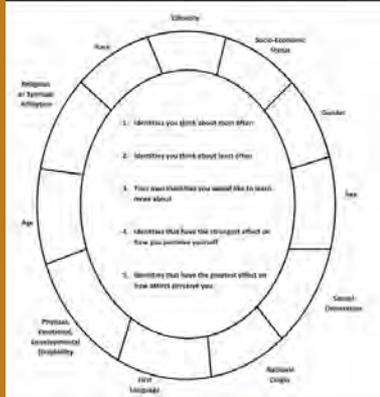


# Mindfulness: Outdoor Sensory Experience

Listening meditations are a type of meditation in which we focus on just one of our senses: hearing. We bring our attention to all of the sounds around us — the loud and the soft, the near and the far. While listening meditations can be done anywhere, nature is an excellent place to practice this type of mindful practice.

- Find somewhere outdoors where you won't be disturbed. This could be on a bench in the park, lying down in the grass, or sitting outside on your front steps.
- Close your eyes, take a few deep breaths, and then bring all of your attention towards what you can hear.
- Notice which sounds are most obvious to you, as well as those that are in the background. Notice how some sounds come and go, while others are constant. Notice how some get louder and softer. Your goal is to become curious about what you are hearing and to notice the sounds around you in a way that you don't normally in day-to-day life.
- When your mind wanders, notice you've become distracted and then gently return your attention to listening.
- Continue listening in this way for at least three minutes.
- Be prepared to return to the group and share in the chat the smells, sounds, tactile sensations you experienced during your outdoor sensory experience. *\*\*Feel free to record to refresh or share with the group\*\**

# Morning Session Debrief & Reflection



Identity and  
Positionality: How  
Does Who We Are  
Shape the Work  
We Do?

By the  
numbers



Historical context



Ivory Rose  
Chambeshi



General Jeff

## Morning Session Debrief & Reflection

Privilege is fairly invisible...  
“until someone brings it to  
your attention”

Goal should be to be a high  
self monitor

Reframe the  
question? Should we  
continue to build it  
and hope they will  
come? Or see how  
people live, and layer  
in mitigation  
strategies?

“We have to build equity and justice into  
any policy we try to advance.”

“Misnomers about homeless  
folks: drugs, mental disease...  
One thing they leave out is  
extreme poverty.”

“Norms are white...  
acknowledge this fact and  
challenge your assumptions”

“Transportation is about the quality of public space... use  
space not to erase our difference, but the walls we’ve put  
up between one another.”

“When a human dies, a world dies.”

“[Transportation] is not  
just too and from. [for  
the homeless] it’s  
housing. A long bus  
ride is comfort,  
warmth. It’s safety (for  
women)... a driver  
(extra eyes on you)...  
alleviating rape,  
robbery, ... help for the  
disabled ... “

Throw out  
everything  
you know, or  
think you  
know, about  
planning

Social Identities:  
identities you think  
of most and least  
often

Identities that affect  
how you see  
yourself and how  
others perceive you

## Morning Session Debrief & Reflection

Closed downtown stops near City Hall & LAPD HQ as a tactic to prevent and negatively impact protests

Homeless needs regarding public transit

Find your ms. Linda!

And also the idea of building neighborhoods or high opportunity

It's critical to center marginalized communities in the transportation policy decision making process in order to move towards environmental justice.

General Jeff's comments on fare evasion and how it amounts to harassment of homeless folks who are using transit as their "home." It's a great and revealing first-person perspective that I have not heard before. I worked on tracking bus fare evasion for six years while at New York City Transit. It has been a controversial issue there as well, and any attempts to control evasion with police forces inevitably backfired. Also, enforcement doesn't pay for itself - using cops (or even retired cops, in the case of the NYCT's special Eagle Team) costs an order of magnitude more than any fares or fines recovered as part of enforcement.

So many takeaways from the morning session... I found Ivory's discussion especially powerful which highlighted the importance of community voices and needs at the center of transit solutions.



# Policy Overview and Summation



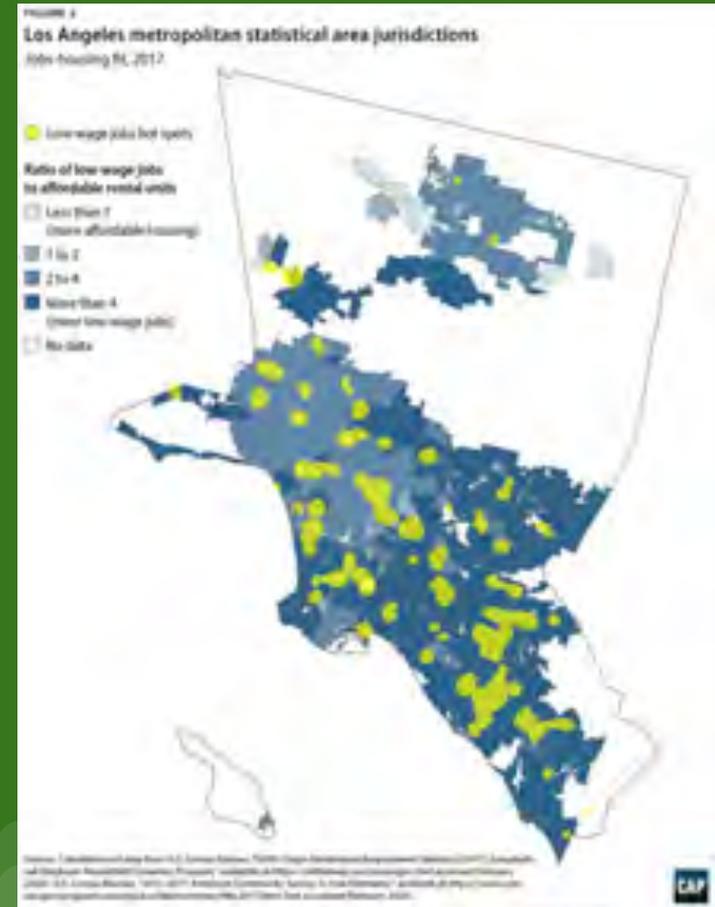
# LA Transportation Policies & Environmental Justice

Good transportation policy should simultaneously reduce the need for car ownership, reduce time spent in transit, reliably and frequently connect communities, reduce the need for long commutes with good land use planning, provide multiple choices for people to get around, reduce environmental harm, and improve public health all at the same time

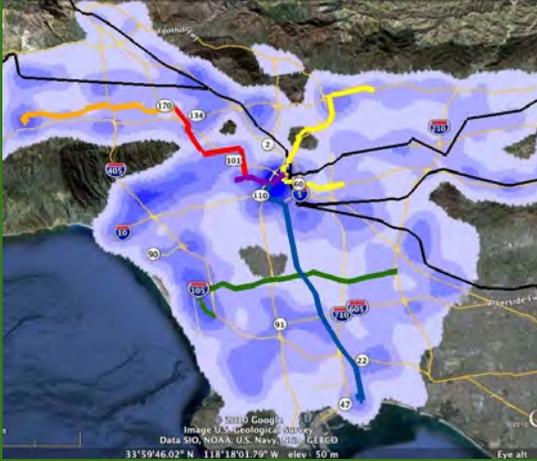
Much of this work begins with sound and thoughtful land use responsive to urban growth, something LA has never been great at

"A persistent spatial mismatch—that is to say, where low-income workers live is not where suitable jobs are located—characterizes several U.S. metropolitan areas, particularly those that have experienced job growth in the wake of the Great Recession up until the current economic downturn caused by the COVID-19 outbreak."

- Center for American Progress



# Transportation Policy Toolkit



## Reducing Distance

- City of LA Housing Element SCAG & RHNA
- Transit-Oriented Development (TOD)
- Prop HHH & Measure J



## Improving Service

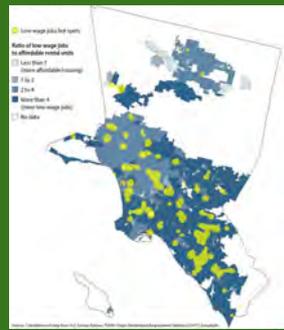
- Metro Measure M
- Increasing Headways
- Metro's Better Bus Program
- Bus-Only Lanes
- Great Streets Program
- Transportation Management Organizations (TMO)



## Addressing Inequality

- Free Transit LA
- Cordon/Congestion Pricing
- BlueLA Car Sharing
- Better Street Furniture
- Employee Subsidy for Transit

# Transportation Policy Politics



## Reducing Distance

- City of LA Housing Element SCAG & RHNA - locating housing closer to jobs  
Primary Challenge: homeowners across all racial and economic backgrounds oppose denser housing

Pro: Greater Housing Supply = Lower Rents  
Pro: Housing closer to jobs = Less Traffic  
Pro: Mixing housing typology across wealthy / not wealthy areas creates social stability  
Pro: Housing growth in poor areas brings wealth

Con: Cost of housing development targets high end  
Con: Hard sell in areas w/notoriously bad traffic  
Con: Wealthy homeowners are often the most active voters / constituents and value “preservation”  
Con: That wealth is not shared and land is finite leading to gentrification and replacement

The dynamics mentioned above apply pretty closely to TOD and Prop HHH (homeless housing) mentioned below as well:

- Transit-Oriented Development (TOD)
- Prop HHH & Measure J

# Land Use as Cultural Touchstone



George Bailey welcoming Mr. Martini to his new home

"It's a Wonderful Life"

Year: 1946

Story Location: Bedford Falls, NY

Scene Filming Location: La Cañada Flintridge, CA

Director: Frank Capra

Cast: Jimmy Stewart, Donna Reed, Lionel Barrymore



# Foucault & Framing

Besides focusing on the meaning of a given discourse, the distinguishing characteristic of this approach is its stress on power relationships. These are expressed through language and behaviour, and the relationship between language and power. This form of analysis developed out of Foucault's genealogical work, where power was linked to the formation of discourse within specific historical periods. Some versions of this method stress the genealogical application of discourse analysis to illustrate how discourse is produced to govern social groups. The method analyses how the social world, expressed through language, is affected by various sources of power. As such, this approach is close to social constructivism, as the researcher tries to understand how our society is being shaped (or constructed) by language, which in turn reflects existing power relationships. The analysis attempts to understand how individuals view the world, and studies categorizations, personal and institutional relationships, ideology, and politics.

The approach was inspired by the work of both Michel Foucault and Jacques Derrida, and by critical theory.

Foucauldian discourse analysis, like much of critical theory, is often used in politically oriented studies. It is preferred by scholars who criticize more traditional forms of discourse analysis as failing to account for the political implications of discourse. Political power is gained by those in power being more knowledgeable and therefore more legitimate in exercising their control over others in both blatant and invisible ways.

# Vignette: A Humanistic Approach to Policy Making



# Exercise: The Critical & Political

1. Break Out into Two Groups
2. Build a Political Pro & Con List for Improving Service and Addressing Inequality
3. For every Pro (idealist mindset) there is usually a Con (cynicist mindset)
4. How can reframing help?
5. Have a scribe record your work
6. Designate a presenter



## Group One: Improving Service

- Metro's Better Bus Program (NextGen)
- Bus-Only Lanes



## Group Two: Addressing Inequality

- Free Transit LA
- Cordon/Congestion Pricing

# L.A.'s Green New Deal Sustainable City pLAn 2019

*“Our Green New Deal is not just an environmental vision. It is designed to prioritize communities that bear the brunt of climate change first.”*

- Announced by Mayor Garcetti in 2019; and
- Issued as an Executive Directive in 2020



# Key L.A.'s Green New Deal Transportation Goals

- Building out the LA transit system.
- Work with Metro in the implementation of a congestion pricing pilot program.
- Install 10,000 publicly available EV chargers by 2022 and 28,000 available EV chargers by 2028.
- 100% electric LA Metro and LADOT buses by 2030
- “Reduce Vehicle Miles Travelled (VMT) per capita by at least 13% by 2025; 39% by 2035; and 45% by 2050.”

”This is key to going carbon neutral because mode shift will allow us to reduce today’s transportation emissions by a quarter, equivalent to removing 300,000 cars from the road for one year.”



# Practical Realities, L.A.'s Green New Deal

- Los Angeles Mayoral Race: 2022
- Any necessary City Council approvals for implementation
- Governance, how strong is the mayor?
- COVID delays
- 2050: Too Little, Too Late?

(a non-exhaustive list)

“Our generation’s future, as well as the future of Los Angeles and of the world, depends on us reaching net-zero greenhouse gas emissions by 2030. This is not a goal — it is a deadline.”

- Sunrise Movement LA



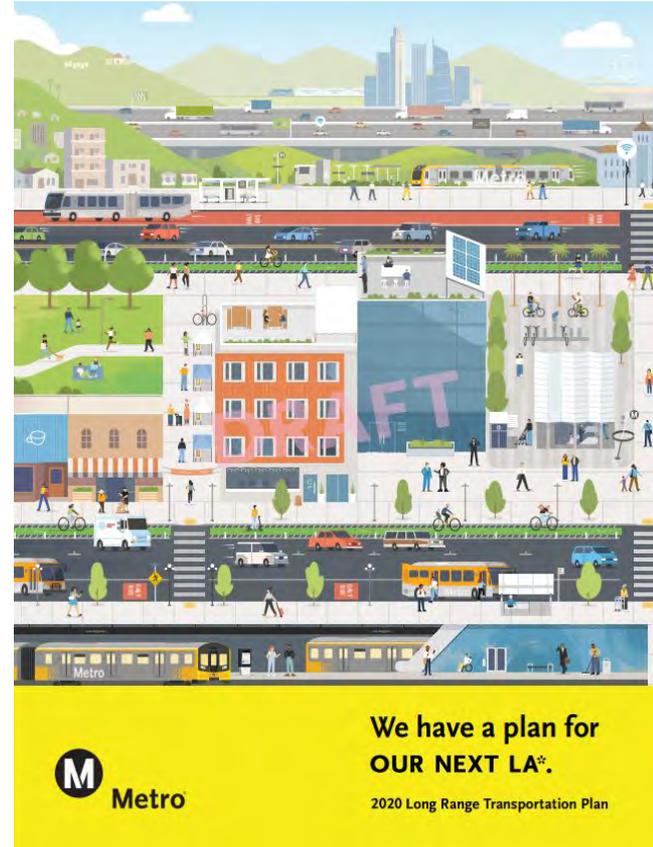
## 2020 Long Range Transportation Plan (LRTP)



### We have a plan for Our Next LA\*

“The 2020 Long Range Transportation Plan (LRTP) provides a detailed roadmap for how **Metro will plan, build, operate, maintain, and partner for improved mobility in the next 30 years.**”

The LRTP will guide future funding plans and policies needed to move LA County forward for a more mobile, resilient, accessible, and sustainable future. The LRTP was adopted by the Metro Board of Directors on September 24, 2020.”



We have a plan for  
**OUR NEXT LA\*.**

2020 Long Range Transportation Plan

## 2020 Long Range Transportation Plan (LRTP)

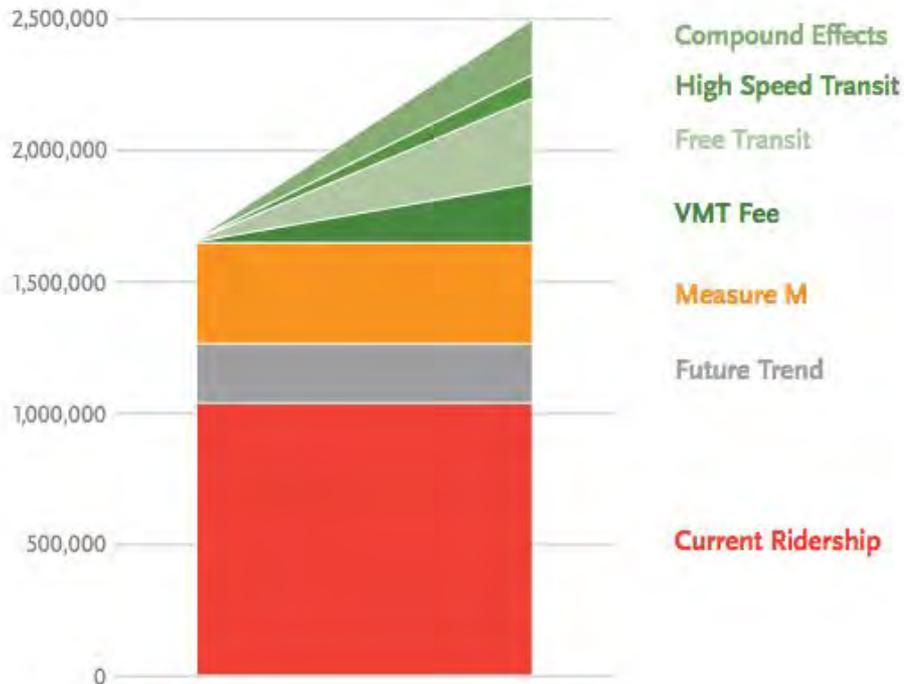
### *Key Takeaways, At a Glance:*

- Metro commits to **reducing Greenhouse Gas Emissions (“GGEs”)** by 79% (relative to 2017 levels by 2030) and by **100% (i.e., zero emissions) by 2050.**
- **Congestion reduction plans** within the 2020 LRTP: investment in arterial and freeway projects and bicycle and pedestrian alternative transportation modes, **including LA River Path (8 miles proposed between Elysian Valley-Maywood) and Active Transportation Rail to Rail Corridor (soon-to-be-open Crenshaw Line in Inglewood to South Los Angeles).**
- Assumptions with respect to Metro revenue sources: “There are four separate 0.5 percent transportation sales taxes in LA County -- Proposition A, Proposition C, Measure R, and Measure M. ... The starting point for the sales tax forecast is the [Fiscal Year 2020] **budgeted amounts of \$873 million for each of the four countywide sales taxes.**”
- [see L.A.'s Green New Deal] “Metro is conducting a Traffic Reduction Study ... to determine ... where and how a **pilot program with congestion pricing and complementary transportation options could achieve the project goals of reducing traffic congestion ...**”

# 2020 Long Range Transportation Plan (LRTP) Scenario Model Testing to increase ridership

Figure 6

## Potential Increase in Daily Transit Trips



Beyond the Measure M transit expansion, Metro can gain transit ridership with:

1. Faster Transit (Increased fast/frequent transit): **+7%**
2. Reduced Transit Fares (Reduced fare/free transit): **+25%**
3. Road Charges (Mileage-based/VMT fees): **+18%**

*These scenario tests represent policy opportunities, but do not reflect specific policy directives. Board action will be required for any policy action or implementation.*

## 2020 Long Range Transportation Plan (LRTP) Equity Focus Communities

- LRTP defines Equity Focus Communities (“EFCs”) as geographic areas that are:
  - More than 40% low-income households, and, either:
    - 80% of households are non-white, or
    - 10% have no access to a vehicle.
- “Collectively [EFCs] represent about 30% of the county’s population ... EFCs are communities that have experienced historic disinvestments, reduced access to opportunity and housing, and policy decisions that have resulted in environmental justice disparities. As such, these communities have higher degrees of various negative outcomes and are those with the greatest need.”
- Metro goals to address EFCs in the 2020 LRTP include:
  - Reduced transit fares;
  - Build affordable housing via the Transit Oriented Communities (“TOC”) [See Transit-Oriented Development slide]
  - Policy: corridors or neighborhoods that allow people to drive less and access transit more via more housing;
  - “E3 Training Programs”: job centers devoted transportation/infrastructure industry skills; and
  - Business Interruption Fund (“BIF”): financial assistance to small businesses impacted by rail construction.

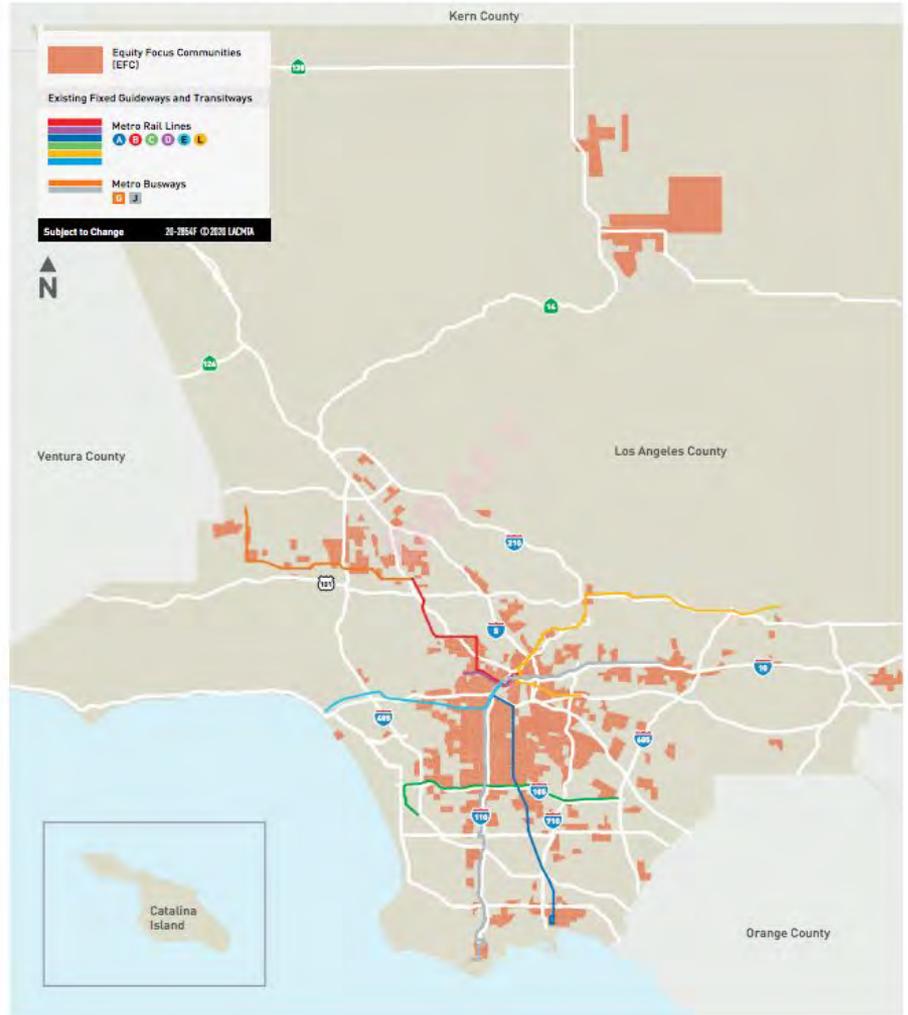
## 2020 Long Range Transportation Plan

“Staff conducted extensive public outreach in unprecedented pandemic conditions.”

(e.g., 23k postcards, 15M social media/online advertising impressions, almost 2.5M direct emails, printed posters on all bus and rail lines, etc.).

Cohort Focusing Question:  
**Was outreach culturally responsive to these Metro-defined “Equity Focus Communities”?**

### METRO DESIGNATED EQUITY FOCUS COMMUNITIES



## Vision 2028 Goals (Metro)

Agency-wide strategic plan  
for transforming mobility in  
the next 10 years



**Vision 2028 Goals:** to address current trends and achieve the desired visionary outcomes:

1. Provide high-quality mobility options that enable people to spend less time traveling
2. Deliver outstanding trip experiences for all users of the transportation system
3. Enhance communities and lives through mobility and access to opportunity
4. Transform LA County through regional collaboration and national leadership
5. Provide responsive, accountable, and trustworthy governance within the Metro organization

## Policies - Measure M

The Metro Board of Directors has approved placing a sales tax ballot measure, titled the **Los Angeles County Traffic Improvement Plan**, on the **November 8, 2016, ballot**.

### *Voters were asked:*

“To improve freeway traffic flow/safety; repair potholes/sidewalks; repave local streets; earthquake-retrofit bridges; synchronize signals; keep senior/disabled/student fares affordable; expand rail/subway/bus systems; improve job/school/airport connections; and create jobs; shall voters authorize a Los Angeles County Traffic Improvement Plan through a ½ ¢ sales tax and continue the existing ½ ¢ traffic relief tax until voters decide to end it, with independent audits/oversight and funds controlled locally?”

### **Measure M is Approved!**

November 9, 2016 — The people of LA County communicated with a resounding voice of approval of Measure M. Voters passed Metro’s no sunset transportation ballot measure with **71.15% support**.

## Adaptive Challenges vs. Technical Challenges Analysis

### Adaptive Challenges

- Stakeholder mentality
- Mindfulness of the environment
- Inherent desire to think individually vs. collectively (NIMBY-ISM'S)
- Influencing behavior to shift from a car-centric culture
- Coordination across fractured local-governments and communities
- Weight of political influence slows the consideration and implementation of innovative ideas
- People must decide what is important for themselves

### Technical Challenge

- Ensure stakeholder representation (community involvement, Native American, BIPOC)
- Coordination amongst agencies and departments
- Lacking necessary infrastructure (electric vehicles, bus-only lanes, bike lanes)
- Ditching cars (logistical challenges)
- Environmental Review and [CEQA exemption](#) are timely and costly
- Public transportation not well-aligned to job centers
- Impact of COVID-19
- Poor financial management leading to lack of building and allocation resources
- Coordination among communities, approval process and high-costs associated with building infrastructure projects

We see a better  
LA for everyone.





**Technical  
Problem vs.  
Adaptive  
Challenge  
Analysis**

**EXAMPLE:**

**Remote  
work travel  
behavior**

## Work Travel Behavior

While the LRTP recognizes that there are major challenges facing our region, such as climate change, a housing crisis and congestion, the pandemic presents a unique opportunity to reposition our priorities and future actions. The pandemic has shown us how significant change can also result in potential benefits, when we look at reduced traffic. covid-19 forced companies to re-examine remote working as a functional, healthy alternative in many industries. **Continuing to promote telecommuting and/or other flexible transportation solutions will help sustain the congestion reduction and air quality benefits we are currently experiencing.**

# Issue: Transit-Oriented Development (TOD)

The right mix matters! Building blocks for inclusive cities.

- Mix of Activities
  - Complementary uses: Housing, Jobs, Schools and Retail
  - Access to local services: Everyday necessities, Emergency support
  - Access to green and open spaces: Parks and playgrounds
- Mix of People
  - Affordable Housing: Housing opportunities for all income levels
  - Housing Preservation: Long-term as well as new residents
  - Businesses and Services Preservation: Old local businesses as well as new ones

Qual cidade  
queremos?



## Issue:

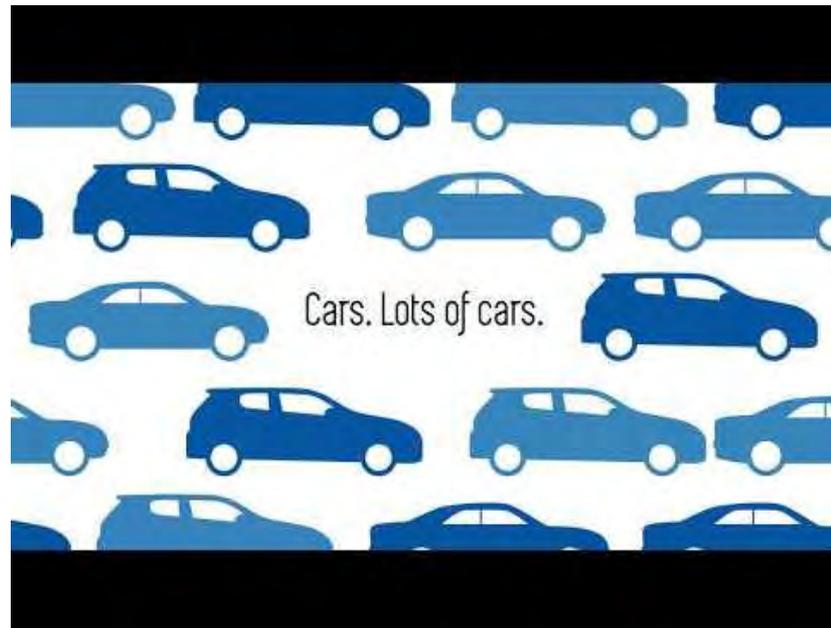
# Transit Ridership Is Dropping, More Cars Per Capita

## Factors

- It's not likely due to the cost of transit
- Rideshare companies might be having some effect
- Researchers suggest it has to do with there being lots of cars
  - 1990s: 1 car per 4 people, 2000-2015: nearly 1-to-1
  - Car ownership spiked amongst those who make most transit trips
- Less than 25% of LA residents take 84% transit trips
  - 77% rarely or never use transit

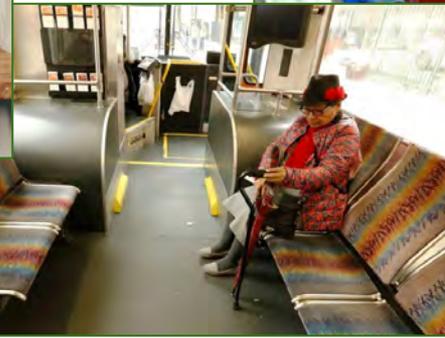
## Mitigation

- Researchers propose
  - Agencies should attract people who never or rarely use transit
  - If one in every four non-riders took one transit trip every two weeks the losses of ridership would be reversed



The COVID-19 pandemic has dramatically affected public transit systems. Fewer people are riding, public health protocols and workforce reductions are complicating operations, more people experiencing homelessness are turning to transit for shelter, and financial shortfalls loom large. This panel will explore these challenges as agencies struggle to recover.

**Issues due to covid:**  
**Fewer Transit Riders,**  
**More Homelessness,**  
**Increased Delivery &**  
**Tele-services, and**  
**Work from Home**



**During the COVID-19 pandemic, accessibility has changed in several ways.**

Some people, mostly professional workers, are experiencing increased access to jobs, as they are mainly working from home. Delivery services and telemedicine are also making errands like grocery shopping and medical visits more accessible. At the same time, however, public transit service levels are being reduced due to lower funding levels and service demand, resulting in decreased accessibility for those who rely on public transit and who work in sectors that are not working from home.

## Agencies - California

### About the California Transportation Commission

The Commission is responsible for programming and allocating funds for the construction of highway, passenger rail, transit and active transportation improvements throughout California.

### Main Departments & Boards

[California State Transportation Agency \(CalSTA\)](#)

[California Department of Transportation \(Caltrans\)](#)

[Department of Motor Vehicles \(DMV\)](#)

[California Highway Patrol \(CHP\)](#)

[California High-Speed Rail Authority \(HSR\)](#)

[Office of Traffic Safety \(OTS\)](#)

[California Air Resources Board \(CARB\)](#)

## Agencies - Los Angeles



# METRO AND 25 L.A. COUNTY TRANSIT AGENCIES PARTNER TO FORM THE LARGEST SEAMLESS TRANSIT NETWORK IN THE NATION



Wednesday September 16, 2015

To make transit more economical and convenient for travelers, all 26 regional transportation agencies in Los Angeles County have joined the Los Angeles County Metropolitan Transportation Authority (Metro) and the TAP network to create the largest seamless transportation system in the nation.



# State and Federal Transportation Planning Partners in California



Federal Transit Administration

# Pre-Issue Day Experiential Expedition & Social Event

## Pre-Issue Day Expedition & IRL Social

**Saturday, April 10th, 1:30-3:00 pm @ Hot and Cool Cafe**

Take the Challenge! Use mass transit to there.

- Expedition intended to have our cohort experience taking public transit to join in on an IRL social gathering hosted by Green Team
- Opportunity to visit a venue in South LA
- Way for us to connect for in real life!
- Serve as a catalyst for conversation based on the various experiences the cohort members have:
  - Privilege of transportation choices
  - How we factor and decide on what we do based on our transportation options
- Attendance is optional attendance! We're mindful of covid precautions. personal sense of comfort and safety



## Expedition Reflection Questions

1. How did you plan or prepare to make your trip here? What factors did you have to consider?
2. How'd you get here and what was your experience like getting here?
3. How was your experience traveling here today different than your usual way of getting around?
4. In terms of your transportation experience, what was easy and what was challenging about your trip here?





## Pre-Issue Day Teasers

5 facts, one-a-day via Slack that pertain to:

1. Transportation journey in time (past, present, future): [The Street Car](#)
2. Energy
3. Infrastructure, usage
4. Social justice
5. Environment



## Recommended Reading and Viewing

### Transportation and Environmental Planning & Research

- [Metro 2028 Vision \(Executive Summary\)](#)
- [Executive summary from LA Mayor's on LA's Green New Deal Plan](#)
- [Our County Transportation Briefing \(Los Angeles, 2018\)](#)
- [Carbon Neutrality Study \(UC ITS\) \(Executive Summary\)](#)

### Video about LA transportation

- [Modernizing Transportation Analysis \(LADOT\)](#)
- [LA is Using Public Transport to Fight Climate Change \(Boma Global\)](#)
- [Transit Blues in the Golden State](#)

## Stakeholder Interviews & Thank Yous

<b>Bassem</b>	<b>Barsoum</b>	Senior Transportation Engineer, SHOPP, Modeling, Resources & Truck (SMRT)	Caltrans
<b>Natalia</b>	<b>Baudin</b>	Environmental Coordinator	Air Quality Management District
<b>Evelyn</b>	<b>Blumenberg</b>	Director of Lewis Center for Regional Policy Studies Professor of Urban Planning	UCLA Luskin School of Public Affairs
<b>Rafael</b>	<b>Cobian</b>	City Traffic Engineer	City of Anaheim
<b>Ethan</b>	<b>Elkind</b>	Director of the Climate Program	Center for Law, Energy and the Environment (CLEE) UC Berkeley School of Law
<b>Ehab</b>	<b>Gerges</b>	Senior Vice President/Chief Business Development Officer	Harris & Associates
<b>Terry A</b>	<b>Hayes</b>	Environmental Planning Consultant	Terry Hayes Consulting
<b>Elissa</b>	<b>Konove</b>	Undersecretary	CA State Transportation Agency
<b>General Jeff</b>		"Mayor" of Skid Row	
<b>Ashley</b>	<b>Mack</b>	Project Manager/Architect	LA Metro
<b>Lilly</b>	<b>O'Brien</b>	Director of Strategic Initiatives	LA Department of Transportation
<b>Ivory</b>	<b>Rose Parnell-Chambeshi</b>	Watts Rising Program Manager	City of Los Angeles
<b>Alejandra</b>	<b>Sotelo-Solis</b>	Mayor of National City	Mayor of National City (San Diego County)
<b>Boris</b>	<b>Sushkov</b>	Principal Transportation Planner	LA Metro
<b>Brian</b>	<b>Taylor</b>	Director, Institute of Transportation Studies Professor of Urban Planning and Public Policy	UCLA Luskin School of Public Affairs

# References

## Transportation Planning

- [Our County Transportation Briefing](#)
- [Green New Deal](#)

## Transportation Policy

- [Metro Guidelines Measure M](#)  
[https://ballotpedia.org/Los\\_Angeles\\_County,\\_California\\_Sales\\_Tax\\_Measure\\_M\\_\(November\\_2016\)/newsroom.ucla.edu/stories/a-look-at-the-history-and-future-of-rail-transit-in-l-a](https://ballotpedia.org/Los_Angeles_County,_California_Sales_Tax_Measure_M_(November_2016)/newsroom.ucla.edu/stories/a-look-at-the-history-and-future-of-rail-transit-in-l-a)
- [Metro Policies](#)
- [Bill Text - AB-1401 Residential and commercial development: parking requirements.](#)

## Transportation Projects

- [TransitCenter Transit Insights](#)
- [Metro Crenshaw LAX Project](#)
- [Land Use in South L.A.: A Legacy of Environmental Crime](#)

## History of Transportation and Energy in LA

- [Old photos show the evolution of transportation in LA](#)
- [Streetcar History](#)
- <https://www.lamaq.com/citythinkblog/los-angeles-transit-2028-1926/>
- <https://babel.hathitrust.org/cgi/pt?id=uc1.c3292595&view=1up&seq=874>
- <https://waterandpower.org/museum/First%20Electricity%20in%20Los%20Angeles.html>
- <https://www.stand.la/history-of-oil-in-los-angeles.html>
- [Review of Oil and Gas Drilling Sites in the City of Los Angeles](#)
- <https://www.latimes.com/california/story/2020-01-24/cleanup-of-california-oil-and-gas-wells-could-cost-500-Million-new-report-says>

## Energy Restoration and Mindfulness

- <https://www.naturewise.com/blogs/blog/3-outdoor-mindfulness-activities-to-do-in-nature>



## Individual Leadership Challenges

- Self awareness
- Communication
- Influence
- Learning agility



## Collective Dreams for LA Transportation

- Free buses forever
- Vision Zero, No bicycle accident deaths
- 15 minute city
- 24 hour transit
- Real mobility choices
- Widespread and effective transportation use
- Transportation based on the needs of the community
- A sustainable, equitable, and accessible transportation network
- Safe and equitable access
- Everybody has access to safe quality transportation options, regardless of income and that the transportation infrastructure does not perpetuate displacement of communities
- Where ALL residents have access to grocery stores, parks, libraries, schools, surrounded by walkable sidewalks and abundant tree canopy.
- “walkable”, community centric city. where a car or vehicle is not necessarily needed to get what you need to survive

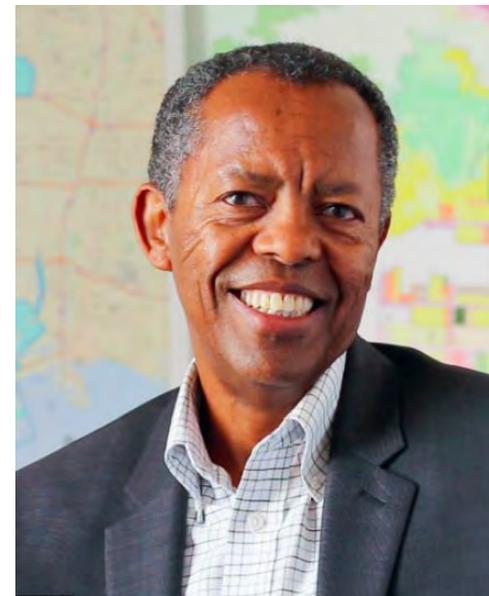
## POLICY ROUNDTABLE, MODERATED DISCUSSION



**STACY SPENCER**



**ETHAN ELKIND**



**FAISAL ROBLE**

## POLICY ROUNDTABLE, MODERATED DISCUSSION



Stacy Spencer is the Business Team Manager for the Metropolitan Water District of Southern California's External Affairs Group. She manages the development and administration of the group's \$28 million budget along with contracts and administrative operations for legislative, public outreach and media activities. Stacy has a Bachelor of Science degree in public relations with an emphasis in journalism. Stacy is also a Master of Public Administration and has worked in administrative management roles at the Internal Revenue Service and South Coast Air Quality Management District. At the latter, she supported groundbreaking air toxics monitoring, health risk assessment, permitting, rule development and compliance programs.

**STACY SPENCER (Coro alum!)**

## POLICY ROUNDTABLE, MODERATED DISCUSSION



**FAISAL ROBLE**

Faisal is the Chief Equity Officer for the City Planning Department, Los Angeles City and is currently drafting the first ever Equity Strategic [Transformative] Framework for the City. After 30 years in planning, Faisal views this new challenge as a great opportunity to do anti-racist planning.

On June 4, 2013, The City Council of the City of Los Angeles adopted a Commendatory Resolution on Faisal Roble for his excellent contribution to the City of Los Angeles in economic development, land use planning and mobility element, as well as his unique management of some of the largest Master Plans (the University of Southern California Master Plan and the Jordan Downs Housing redevelopment) the City has completed.

## POLICY ROUNDTABLE, MODERATED DISCUSSION



**ETHAN ELKIND**

### **Director, Climate Program, Center for Law, Energy & the Environment**

Ethan Elkind is the Director of the Climate Program at CLEE and leads the Climate Change and Business Research Initiative on behalf of the UC Berkeley and UCLA Schools of Law. He taught at the UCLA law school's Frank Wells Environmental Law Clinic and served as an environmental law research fellow. He has a background in the California Environmental Quality Act (CEQA), climate change law, environmental justice, and other environmental law topics. In 2005, he co-founded The Nakwatsvewat Institute, Inc., a Native American nonprofit organization that provides alternative dispute resolution services and support for tribal governance, justice and educational institutions. His book on the history of the modern Los Angeles Metro Rail system was published by University of California Press in January 2014. Ethan is also a regular host of the weekly call-in radio show “[State of the Bay](#)” on the San Francisco NPR affiliate [KALW 91.7 FM](#), airing Monday nights at 6pm PT.

B.A. Brown University, 1998

J.D. UCLA, 2006

UCLA Law faculty since 2006

[eelkind@law.berkeley.edu](mailto:eelkind@law.berkeley.edu)

## POLICY ROUNDTABLE, MODERATED DISCUSSION



**ASHLEY MACK**

### **Assistant Project Manager, LA Metro**

Ashley Mack a California native who began developing a passion for art, and architecture at a young age. Her professional development as an architect began at Hampton University, in Hampton Virginia. She was granted numerous internships throughout college that paved the way for her success in architecture. She graduated with a Master's in Architecture from Hampton University and started a career with Los Angeles Metropolitan Transit Authority (Metro) as an entry level trainee with the engineering department. After a year of hard work and dedication she was contracted a full-time position as an Associate Architectural Designer with Los Angeles Metro and later granted a promotion to Project Manager of Capital Projects.

Ashley has been working with Metro for over 7 years in the Capital Projects department. She oversees assigned projects from the early design phase to finish construction. She is one of two in house architectural designers at Metro that creates designs for Metro facilities. As a relentless team player, Ashley works with many departments and managing consultants to successfully complete assigned Metro projects on time and within budget. Her projects reign from minor renovation projects to full scale build outs like the Metro Learning & Innovation Centers.

Ashley is passionate about giving back to the community and promotes education to youth by exposing them to the field of architecture and engineering. She is an active member of National Organization of Minority Architects (NOMA) local chapter. As a NOMA volunteer she is a coordinator for their youth architecture & engineering summer camp. She also is a member of the American Institute of Architects (AIA), and United States Green Building Council (USGBC) as a certified LEED GA.

# Translating Policy into Priority

## Individually

- Quantify how much you spend on your car annually
- Become a 1 car household
- Buy/lease EV
- Designate transit days for your commute
- Walk or bike for shorter distances
- Set an example to those around you
- Use electric tools/appliances/lawn equipment
- Choose a physician closer to your home
- Buy in bulk for dry goods/home supplies

## Professionally

- Actively encourage your employer to clearly develop long-term work from home policies (partial or full)
- Utilize any pre-tax work commuter benefits programs
- Encourage flexible hourly work schedules
- Prioritize all staff in person meetings for midday timeframes vs. rush hour
- Encourage routine for in person meetings to allow coworkers to plan their mobility

## Politically

- Engage with your local neighborhood council:
  - Support dense residential projects under consideration
  - Engage in street tree planting and neighborhood beautification projects
  - Participate in local meetings and voice support for good planning and transit
- Engage with your most local elected official with say in planning, land use, & transit
  - Express support for denser developments with fewer parking spaces
- Pay attention to what your neighbors are saying and how they are saying it and voice your support for progressive planning & land use

# Framing Environmental Policy into Societal Priority

## Justice

- Corporate interests vs the individual: reject the frame that sustainability must automatically mean personal sacrifice
- Addressing environmental justice raises the tide of all boats, leads to a healthier and more efficient society

## The Equalizer

- We are reaching a point where no one, not even the wealthy, can fully insulate themselves from the problems of our society and the environment
- Though the effects may differ across regions or even small areas, none of us will go untouched by climate change

## The Children

- If current consumption and pollution patterns continue, what exactly are we leaving our children
- As we focus on preparing our children for a future of successful lives, part of that must be discarding the old ways that led us here
- Some of those usage patterns and behavioral changes may be small, but small change adds up, incremental change can shift a mindset



## Playlist

From Ashlye Durrell to Everyone:

I really have to thank Dj DVS, he put up w my antics to get it done  
you download the playlist here if you liked it:

<https://www.sendspace.com/file/fjxl4>



**LAW, JUSTICE, AND  
PUBLIC SAFETY**

---

**2021**

# Exploring Law, Justice & Public Safety in the City of Los Angeles

Issue Day  
May 14, 2021

## **We Like Justice and We Cannot Lie**

Sedda Antekelian, Spencer Burrows, Susan Dutra,  
Palmira Hernandez, Pricila Novoa, Daniel Schoorl

Lead LA Cohort 3

# We Like Justice and We Cannot Lie

## **Sedda Antekelian**

Education & Outreach Specialist  
USC Shoah Foundation

## **Palmira Hernandez**

Regulatory Advisor  
California Resources Corporation

## **Spencer Burrows**

Adjunct Faculty  
National University

## **Pricila Novoa**

Account Executive  
Tzunu Strategies

## **Susan Dutra**

Director of Development  
My Friend's Place

## **Daniel Schoorl**

Associate Editor  
Hispanic American Periodicals Index,  
UCLA Latin American Institute



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- ❑ Civic Challenge
- ❑ Guiding Question
- ❑ Focus Questions
- ❑ POP
- ❑ Historical Background
- ❑ Glossary
- ❑ Stakeholder Mapping Analysis
- ❑ Technical Problem vs. Adaptive Challenge
- ❑ Speaker Biographies
- ❑ Calls to Action



# Civic Challenge

**We Like Justice  
& We Cannot Lie**

How can the city of Los Angeles  
effectively address public safety for  
all Angelenos?

---

# Guiding Question

What perspectives do policymakers in the city of Los Angeles need to consider to address public safety equitably?

---

# Focus Questions

1. How does the current model for public safety result in and/or enforce social and racial inequity?
  2. How do policymakers in the city of Los Angeles prioritize the needs of various constituencies?
  3. What are the barriers to reform public safety in the city of Los Angeles?
  4. What are the potential benefits and consequences of shifting to a community-response model?
  5. As community leaders, what role can we play to promote equitable public safety in the city of Los Angeles?
- 

# Purpose

**We Like Justice  
& We Cannot Lie**

To recognize current opportunities and challenges related to public safety in the city of Los Angeles and to become familiar with alternative perspectives for addressing these issues.

---

# Outcomes

1. Understand how current public safety practices and policies result in and/or enforce social and racial inequity.
2. Understand how the opinions of various constituencies are prioritized in the policy making process.
3. Understand how to best serve the public safety needs of marginalized communities.
4. Identify ways that we as community leaders can advocate for the investment of equitable community reinvestment for public safety.



# Process, (Morning Session)

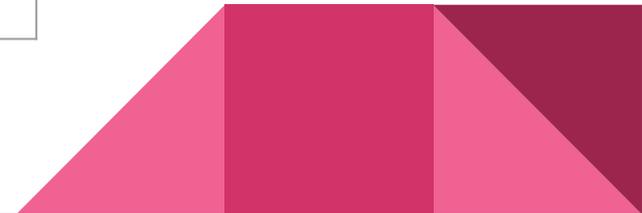
**We Like Justice  
& We Cannot Lie**

Time	Activity
9:00 am	Welcome & Introduction Issue Day POP
9:10 am	Historical Background
9:25 am	Mindfulness Exercise
9:35 am	Perspectives of Public Safety: <i>Experiences of the Youth</i> <i>Speakers: Martel Okonji, Laura Delgado &amp; Bertha Cordova</i>
10:15 am	Perspectives of Public Safety: <i>Understanding the LA Budget</i> <i>Speakers: Jackson Beck &amp; Daniela Gilbert</i>
10:50 am	Debrief Breakouts Group Reflection



# Process, (Late Morning/Pre-Lunch Session)

Time	Activity
11:20 am	Break
11:35 am	Perspectives of Public Safety: <i>Logic Study</i> Performance Task  Facilitated Report Back
12:20 pm	Debrief (Whole Group)
12:30 pm	Lunch



# Process, (After Lunch Session)

Time	Activity
<i>2:00 pm</i>	Perspectives of Public Safety: <i>Considering the Role of Decision Makers</i> <i>Speaker: Nick Melvoin</i>
<i>2:30 pm</i>	Perspectives of Public Safety: <i>Reimagining Public Safety</i> <i>Speaker: Albert Corado</i>
<i>3:00 pm</i>	Mindfulness Exercise
<i>3:15 pm</i>	Debrief Breakouts Whole Group Reflection



# Process, (Late Afternoon Session)

Time	Activity
<i>3:45 pm</i>	<i>Break</i>
<i>4:00 pm</i>	Call to Action Debrief (Whole Group)
<i>4:50 pm</i>	Reminders/Conclusion



# Historical Background

**We Like Justice  
& We Cannot Lie**

Los Angeles Police Department (LAPD) was established in 1869.

Formed in 1920 and appointed by the mayor, the five-member civilian LA Board of Police Commissioners sets police policy, hears complaints against officers, and can remove the police chief.

Trends of criminalization and the targeting of LA's African-American residents pre-dates the professionalization and modernization of the LAPD, led by Chief William Parker in the 1950s.

The roots of racist policing in Los Angeles were brought to national attention during the 1965 Watts uprising, which “blurred the lines of military and police power” and solidified the department’s demand for more resources and unchecked authority (Felker-Kantor, 2018).

With over 9,000 officers, the modern LAPD force is the 3rd largest municipal force in the U.S., behind New York and Chicago.





## Watts Rebellion and Martial Infrastructure

Photos from the Los Angeles Times Photographic Archive, UCLA Library Special Collections

PAN FILM



→ 28

→

K TRI X PAN FILM



→ 32A

→ 33



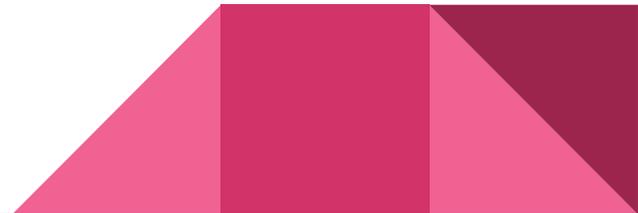


Recommended reading:

*Policing Los Angeles: Race, Resistance, and the Rise of the LAPD.* Max Felker-Kantor, The University of North Carolina Press, 2018

[“What the LAPD Recruitment Ad on Breitbart Says About the Department’s History”](#) - by Max Felker-Kantor, The Washington Post (October 19, 2019)

[“Liberal Reform Threatens to Expand the Police Power – Just as it Did in the Past”](#) - by Max Felker-Kantor, History News Network (June 28, 2020)



# Glossary

## We Like Justice & We Cannot Lie

**Accountability** - In the context of racial equity work, accountability refers to the ways in which individuals and communities hold themselves to their goals and actions, and acknowledge the values and groups to which they are responsible. Accountability can be externally imposed (legal or organizational requirements), or internally applied (moral, relational, faith-based, or recognized as some combination of the two) on a continuum from the institutional and organizational level to the individual level.

Source: <https://www.racialequitytools.org>

**Measure J** - Allocates at least 10% of the County's locally generated, unrestricted funding to address racial injustice through community investments such as youth development, job training, small business development, supportive housing services, and alternatives to incarceration. With the passing of Measure J, this means funding each year will be invested into areas that Los Angeles County residents feel are priorities. Source:

<https://ceo.lacounty.gov/measure-j-background/>

**Law Enforcement** - The generic name for the activities of the agencies responsible for maintaining public order and enforcing the law, particularly the activities of prevention, detection, and investigation of crime and the apprehension of criminals.

Source: "Bureau of Justice Statistics Home Page." Bureau of Justice Statistics (BJS), [www.bjs.gov/index.cfm?ty=tdtp&tid=7](http://www.bjs.gov/index.cfm?ty=tdtp&tid=7).

**Local Law Enforcement** - An employee of a local law enforcement agency who is an officer sworn to carry out law enforcement duties. Examples of this class are sheriffs, deputy sheriffs, chiefs of police, city police officers, and sworn personnel of law enforcement subunits of port and transit authorities. For national level general data, this class includes campus police officers employed by of local city and community college districts. Private campus police are excluded. Source: "Bureau of Justice Statistics Home Page." Bureau of Justice Statistics (BJS), [www.bjs.gov/index.cfm?ty=tdtp&tid=7](http://www.bjs.gov/index.cfm?ty=tdtp&tid=7).

**Policing** - Policing is a social relationship made up of a set of practices that are empowered by the state to enforce law and social control. Reinforcing the oppressive social and economic relationships that have been central to the US throughout its history, the roots of policing in the United States are closely linked to the capture of people escaping slavery, the enforcement of Black Codes, and administration of society's compliance with racial capitalism. The choices policing requires about which people to target, what to target them for, and when to arrest and book them play a major role in who ultimately gets imprisoned.

Source: [www.criticalresistance.org](http://www.criticalresistance.org)

# Glossary Cont'd

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**Community policing** - A philosophy promoting organizational strategies that support the systematic use of partnerships and problem-solving techniques between the police and the community. These strategies proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder, and fear of crime. For more information about community policing, please visit the Office of Community Oriented Policing Services (COPS) website. *Source: "Bureau of Justice Statistics Home Page." Bureau of Justice Statistics (BJS), [www.bjs.gov/index.cfm?ty=tdtp&tid=7](http://www.bjs.gov/index.cfm?ty=tdtp&tid=7).*

**"Defund the Police"** - At its most basic, "defund the police" means reallocating money from policing to other agencies funded by local municipalities. Advocates are split on the question of how far it should go: whether to reduce funding and reform some aspects of policing, or completely abolish police forces as we know them. *Source: <https://www.cbsnews.com/news/defund-the-police-meaning/>*

**"Abolish the police"** - Including efforts to "delegitimize the police," abolitionists demand an entirely new public safety system based on social and economic equity, bolstered by a network of nonviolent emergency responders. In the world they imagine, America would spend much more on education, health care, and infrastructure, and nothing on police departments as we currently know them. *Source: <https://www.vox.com/21312191/police-reform-defunding-abolition-b-lack-lives-matter-protests>*

**Justice** - When there is justice, people are treated with fairness, their human rights are honored, and they have access to equitable opportunities. *Source: Tshaka Barrows, W. Haywood Burns Institute (February 4, 2020).*

**Racial Justice** - Racial justice is the "proactive reinforcement of policies, practices, attitudes and action that produce equitable power, access, opportunities, treatment, impacts and outcomes for all." Racial justice is more than "anti-racism" or the "absence of discrimination and inequities, but also the presence of deliberate systems to achieve and sustain racial equity." *Sources: Applied Research Center and Philanthropic Initiative for Racial Equity; The Annie E. Casey Foundation*

**Restorative Justice** - Restorative justice is a "theory of justice that emphasizes repairing the harm caused by criminal behavior. It is best accomplished through cooperative processes that allow all willing stakeholders to meet." *Source: Centre for Justice and Reconciliation*

**Transformative Justice** - Transformative justice focuses not only on repairing damage done at the individual level but also on changing broader social systems to help prevent the occurrence and recurrence of harmful incidents. *Source: Zehr Institute for Restorative Justice*

# Stakeholder Mapping

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## Elected Officials

*(Mayor, LA City Council, Governor, Board of Supervisors, Neighborhood Councils, LAUSD School Board)*

- **Values:** Public service; compliance with law and policy; community safety; legacy
- **Loyalties:** Los Angeles residents, tax payers and other constituencies; personal ambition
- **Losses:** Conflicting priorities; re-electability; public trust/regard; funding

## Activists/Advocates for Police Divestment/Abolishment

*(Community members, Impacted individuals)*

- **Values:** Systems change; justice; equity
- **Loyalties:** Marginalized and/or vulnerable communities impacted by traditional policing); Funders, communities of support and other stakeholders
- **Losses:** Lacking consensus on strategy; non-traditional funding

## Law Enforcement Agencies

*(Los Angeles Police Department, Los Angeles School Police Department, Los Angeles County Sheriff's Department )*

- **Values:** Protecting life and property through the enforcement of laws and regulations; reduce violent crime; public service; process; compliance with law & policy; community safety; tradition
- **Loyalties:** Law enforcement officers; Los Angeles residents
- **Losses:** Public trust/regard; funding

## Nonprofit Organizations

*(Organizations serving marginalized and/or vulnerable communities; individuals and communities impacted by police)*

- **Values:** Better outcomes for impacted individuals and communities
- **Loyalties:** Service recipients from marginalized and/or vulnerable communities impacted by policing); Funders, communities of support and other stakeholders
- **Losses:** Public trust/regard; limited funding

## Corporations & Business Community

*(Los Angeles Chamber of Commerce )*

- **Values:** Profits, safety as related to economic stability, workforce
- **Loyalties:** Shareholders, special interests
- **Losses:** Economic stability; public trust/regard

# WIGO Questions

How is public safety defined?

How does the definition of public safety vary by stakeholder group?

How are public safety funding allocations determined now?

What agencies are responsible for public safety in the City of Los Angeles, how are they funded, and how are they evaluated?

Who evaluates the success of public safety strategies? How does this data impact funding?

How are budgetary decisions determined as effective or ineffective?

From whom is feedback or input solicited regarding the effectiveness of current public safety interventions?

What are the challenges with the current policing and public safety programs in the City of Los Angeles?

What alternative strategies or models of public safety programs exist?

# Technical Problems vs. Adaptive Challenges

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## *Technical Problems*

*There is a clear disconnect between the mission of public safety officers to ensure public safety, and public perception that the safety is being delivered.*

*There is greater investment in policing and law enforcement, resulting in a disconnect between the allocation of city funds and the needs of the city.*

*Reallocating police funding to various programs.*

*Defining public safety, and evaluating effectiveness of different public safety strategies, including policing*

*Determine the process of budgetary decisions.*

*Understand who/what informs these decisions.*

*Understand how/how often information is collected. Is their accountability? Does the public know their voice was heard?*

*Understanding the bargaining power that the LAPPL has and how this plays out at the negotiating table which directly results in the size and growth in the LAPD budget.*

# Technical Problems vs. Adaptive Challenges

## *Adaptive Challenges*

*Determining how to prioritize and resource public safety strategies, including policing.*

*A variety of stakeholders, with vastly varying degrees of power, are invested in keeping/changing current public safety strategies, namely, policing.*

*Develop police oversight that integrates more community control.*

*Ensure data is representative of groups/voices from various community members that represent diverse groups in LA city.*

*Ensure access to community input via surveys, interviews, and participation in town-halls.*

*It is very difficult to get a diverse group of stakeholders (officers, community groups, politicians, LA residents) to agree on the best way to deliver public safety.*

*While public opinion may have shifted substantially in terms of the LAPD budget there is a challenge in the political dynamics of how the budgetary process is influenced by decision-makers.*

*While there is greater visibility and community support for reinvestment in the community, there is disagreement on how to divert funds.*

*Determine how to effectively fund the police and supporting programs to address public safety concerns.*



# Pre-Issue Day Readings

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## Week 1 - April 19th

Listen to Talking Police Reform by NPR. In this episode, Georgetown Law professor and human rights activist Rosa Brooks is interviewed about her experiences.

### [Tackling Police Reform From the Inside](#)

*For four years, Georgetown Law professor and human rights activist Rosa Brooks carried a badge and a gun and worked a minimum of 24 hours a month for the DC police department – all on a voluntary basis. "If you want to change something, you have to understand it," she says. Brooks writes about her experiences with the police in 'Tangled Up in Blue.'*

In addition, Team We Like Justice and We Cannot Lie interviewed Deputy Chief Aaron Pisarzewicz and Sergeant Rudy Perez and will be incorporating a summary of the interview during the Issue Day.

## Week 2 - April 26th

Examine how the current model for public safety results in and enforces social and racial inequity. Please take time to revisit Daedra's presentation on [Disrupting the Narrative: Allyship and Anti-racism](#) and watch the videos below.

- [Let's get to the root of racial injustice](#) | Megan Ming Francis | TEDxRainier – 19 minutes
- [Does Racial Bias Affect Policing?](#) | Hacking Your Mind | PBS – 3 minutes

Using Daedra's reflection points, ask yourself:

1. Which systems of oppression are at work in public safety?
2. Which privileges or power would assist you in acting as an ally in the public safety space?

Consider reading:

- [What the Data Really Says About Police and Racial Bias](#) by Kia Makarechi

# Pre-Issue Day Readings

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## Week 3 - May 3rd

Reflect on the potential barriers to reform public safety in LA City.

1. Watch New York writer Jelani Cobb examine the prospects for police reform in [Policing the Police](#).
  - *In the wake of George Floyd's killing and calls for change, historian & New Yorker writer Jelani Cobb examines the prospects for police reform through one city's story.*
2. Use the [Ladder of Inference handout](#) to unpack your assumptions about public safety and barriers that you may have not considered before.
3. Provide feedback to the [LA City Administrative Officer](#) to help inform the parameters of an unarmed crisis response program in the City by **May 9th**.

Also, consider watching:

- [I love being a police officer, but we need reform.](#) By Melvin Russel

<b>Walk Down the Ladder</b>
Draw out people's (others & yourselves) reasonings
Use questions and inquiry
Help make the thought process visible
Ask for context and examples
Listen for a new understanding
My surroundings

# Speaker Biographies

# Martel Okonji

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**Director of Innovation**  
Safe Place For Youth

Activist, Father, Organizational Leader, and educator defines Martel Okonji who has spent his life navigating his Blackness, sexuality, and socioeconomic class in the workplace and community. His education is as interdisciplinary as his identity with schools of thought from Sociology, Queer Studies, Education, and Organizational Leadership. Martel is currently obtaining his Doctorate in Leadership and Change at Antioch University focusing on the phenomenon of race and identity in the workplace. Martel Okonji brings over 15 years of experience in advocacy and best practices to serve systems-involved youth in homelessness, incarceration, and education. He is currently an Adjunct Professor at Antioch University and Director of Innovation at Safe Place for Youth, Co-Chair of Service Area 5 and the founder of Go Lead Educate Empower and Develop.



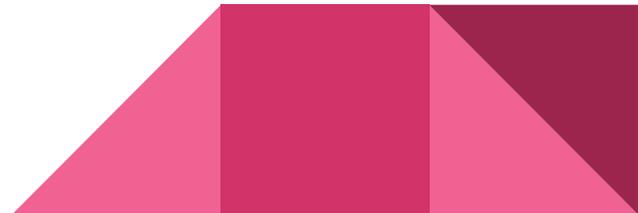
# Laura Delgado

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Coalition for  
Engaged Education

Laura was born and raised in Southeast Los Angeles in a low-income, mixed-status household, and she was always aware of her family's vulnerability to incarceration and deportation. This motivated her to go to college to make a difference for herself and her loved ones. Today, she is the first in her family to have earned a Master's Degree in Educational Counseling with the purpose of improving opportunities throughout the education pipeline for students of minoritized populations. She currently serves as Program Analyst and Site Coordinator for the Coalition for Engaged Education, where she informs organizational programming through data analysis and reporting that is ethical and trauma-informed to better support foster- and justice-system impacted youth throughout LA County.



# Bertha Cordova

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Coalition for  
Engaged Education

Bertha was born and raised in the City of Los Angeles and has been working with foster and justice system impacted youth for 16 years. Having personal lived experience with the foster and justice system, she is driven by making a difference in the lives of youth that have experienced challenges similar to her own. Bertha is dedicated to building strong relationships with youth and advocate for them. In her free time, Bertha enjoys spending time with her six children and grandson and going to car shows and concerts.

# Jackson Beck

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Jackson Beck is a program associate in Vera’s Policing Program. His current projects focus on the intersections of public health and criminal legal system responses to behavioral health issues. This work includes elevating policies and programs that reduce police involvement in mental health and substance use-related calls for service while connecting people to appropriate services. Prior to Vera, Jackson provided research and communications support to state and federal sentencing reform campaigns at FMM (Families Against Mandatory Minimums) in Washington, D.C. He also worked with United Strategies in Saint Paul, Minnesota, where he supported advocacy efforts to secure greater resources for individuals in recovery.

Vera Institute for Justice



# Daniela Gilbert

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Vera Institute for Justice  
(Photo Not Available)

Daniela Gilbert directs Vera's Policing Program and has spent over a decade working on community safety and policing transformation. She was previously the director of justice initiatives in the New York City Mayor's Office of ThriveNYC, implementing programs and policy to increase access to behavioral healthcare. She also worked on collaborative gun violence reduction and crime survivor assistance at the NYPD. Daniela has developed trainings for law enforcement on how to build the public's trust, and in 2015, received a certificate of recognition from Vice President Kamala Harris for this work. In 2011, Daniela co-founded the California Partnership for Safe Communities and partnered with community, civic, and criminal justice leaders on community-driven and evidence-based gun violence and incarceration reduction strategies in ten cities across California. Daniela earned an MPA from NYU's Wagner School of Public Service and a BA in sociology with a citation in Spanish language from Harvard College.



# Nick Melvoin

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Nick Melvoin is proud to serve the dynamic communities of District 4 as the Vice President of the Los Angeles Unified School District Board of Education. Nick's work is focused on increasing parent and community engagement, transparency and accountability; directing more resources to schools; protecting our most vulnerable students; and bringing a new spirit of partnership and collaboration to LA's public schools. He chairs the district's "Committee of the Whole," bringing a transparent conversation about LA Unified's budgetary process and priorities to the public. He also chairs the "Continuous Improvement Data Committee," as well as serving on committees related to legislative advocacy, early education, affiliated charter schools, and school safety. Prior to his election, Nick worked as a teacher, public interest attorney, nonprofit director, and an active board member of a number of community and political organizations. Nick has also worked in the Obama White House and the US Attorney's office. Nick is a graduate of Harvard College, NYU School of Law (Root-Tilden-Kern Scholar), and Loyola Marymount University's School of Education. He was a recent recipient of the Los Angeles Young Democrat of the Year Award.



# Albert Corado

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Albert Corado is a community organizer and Los Angeles City Council candidate who was born and raised in Los Angeles. The surviving brother of Mely Corado who was killed by the LAPD at the Trader Joe's in Silver Lake in 2018, he is a cofounder of the mutual aid and social justice organization, People's City Council, a regular speaker with Black Lives Matter Los Angeles, and a member of NOlympics LA.



# Calls to Action

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- Understand and inform policy, where possible. Learn about, engage with and inform efforts aimed at public safety and police reform.
- Learn about your community's police conduct review process and advocate for gaps in the process to be addressed to uphold accountability and justice.
- Know your rights. Understand your rights regarding video and audio recordings of encounters with police.
- Support. Contribute your time, talents or financial resources to organizations working to fight injustice, uplift public safety reform and develop community-based means of accountability using a restorative and transformational justice approach.
- Vote. Be an informed voter and VOTE in city, county and state elections.

# Acknowledgments

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Deputy Chief Aaron Piszewicz



Sergeant Rudy Perez

*Thank you for offering your perspective.*



# LEARN MORE ABOUT LEAD LA



Lead LA runs from September to May with typically full-day sessions held about twice per month and periodic small group planning meetings. Applications open typically in the mid-Spring with a mid-Summer deadline. To learn more about the Lead LA program, including program elements, program tuition and financial assistance, application deadlines, how to express interest or submit a nomination, and explore other details, visit us at <https://corola.org/lead-programs/>.

## NOTABLE LEAD LA ALUMNI:

- **ELIZABETH COHEN** - Associate Director, Los Angeles County Center for Strategic Public-Private Partnerships
- **ARIANNE EDMONDS** - Founding Director, J.L. Edmonds Project
- **AUDREY HANDELMAN** - Senior Associate & Director of Design Resiliency, Gensler
- **GUSTAVO HERNANDEZ** - Site Lead, Forward
- **JUSTINE JOHNSON** - Mobility Strategist, Ford Smart Mobility
- **VAZKEN KASSAKHIAN** - Senior Advisor, Air & Climate Policy, Southern California Edison
- **ALISON KORTE** - Staff Analyst, Los Angeles County Department of Health Services
- **THOMAS LIU** - Deputy Regional Director, West Coast Region, United States Bureau of Ocean Energy Management
- **JOHN LULEJIAN** - Assistant United States Attorney, United States Department of Justice
- **COREY MATTHEWS** - Chief Operating Officer, Community Coalition
- **ELVIA MEZA** - Director of Activist Engagement and Development, American Civil Liberties Union Southern California
- **SOMJITA MITRA** - Chief of Economic Research, California Department of Finance
- **JENNIFER QUIÑONEZ-SKINNER** - Associate Librarian & Faculty, California State University, Northridge
- **ICELA SANTIAGO** - Manager of Operations and Strategy, Partnership for Los Angeles Schools, Heath Seltzer, Vice President & Financial Advisor, Morgan Stanley
- **RACHEL SUMEKH** - Founder & CEO, SwipeOut Hunger
- **SAÚL VALDEZ** - Program Officer, College Success, ECMC Foundation
- **CASEY WILLIAMS** - Regional Marketing Manager, West, Lyft