



**LEAD  
SOCAL**

**ISSUE DAY  
CATALOG**



# ISSUE DAY CATALOG

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# WHAT IS CORO SOUTHERN CALIFORNIA?

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.

LEAD  
SOCAL

# WHAT IS LEAD SOCAL?

A nine-month, part-time fellowship program mobilizing Coro Southern California's innovative professional and civic leadership development modules, Lead SoCal 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 Southern California, 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 SoCal 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.**

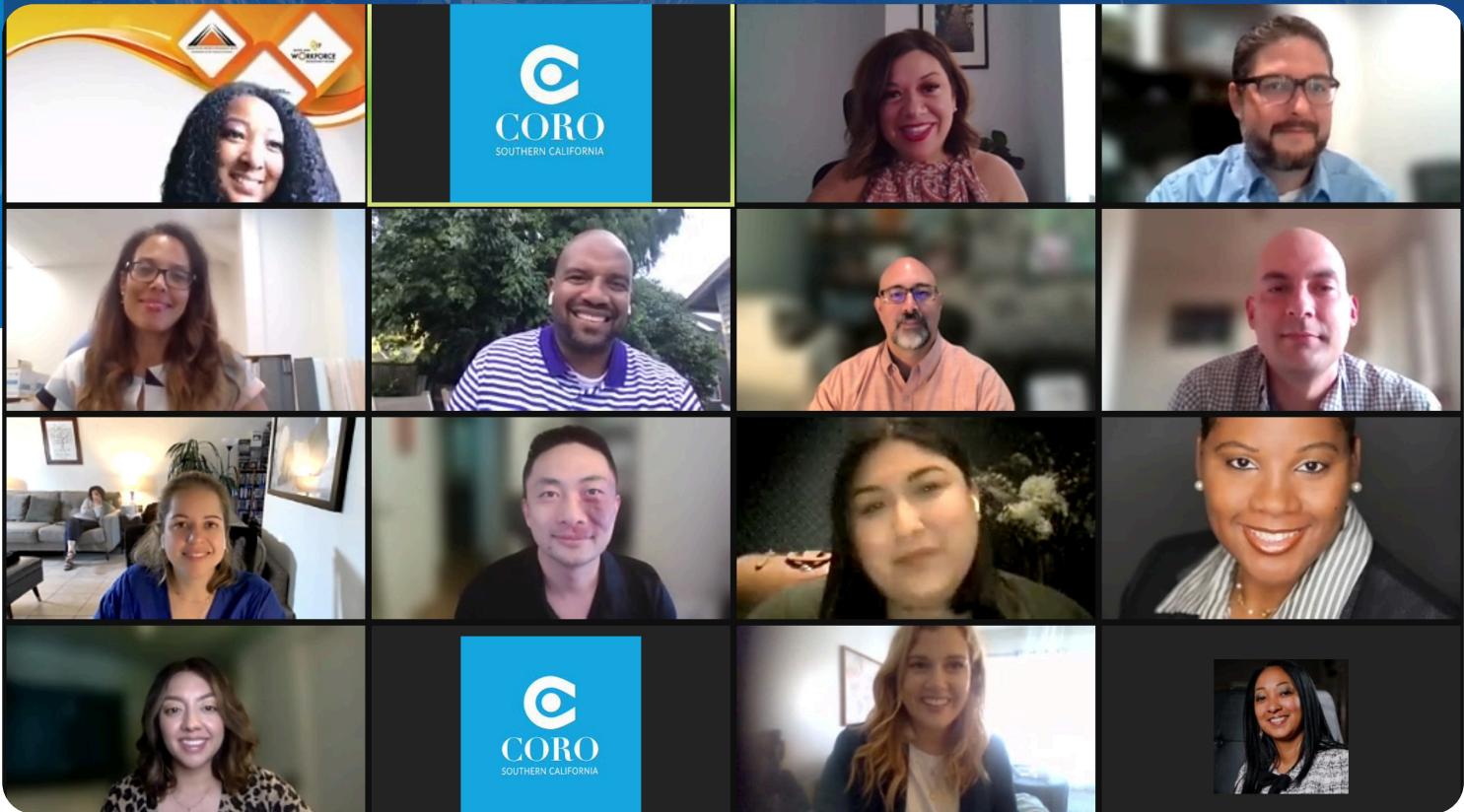
Participants accomplish this all while also building lasting personal and professional relationships with other impact-makers within their cohorts, among Lead Programs alumni, and across the broader Coro Southern California community.

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"My time in Coro Lead SoCal has allowed me to grow my professional capacity and network, providing me with varied opportunities to learn from top experts across various fields and sectors. I have been thrilled with the Coro curriculum and can say I've often felt challenged to think beyond my current perception of leadership. I'm leaving armed with a new network of people in and out of my field, who, like myself, are eager to bring substantial systems change strategies back into our communities. As a program, Coro is gearing leaders across Southern California with the tools necessary to provoke lasting change, and I'm proud and excited to be a part of that community."

~ Shirley Vilca

Director of Development, Prism



## What is an Issue Day?

An Issue Day is a cohort-led exploration Lead SoCal 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 Southern California to expand the participants' knowledge of a public policy challenge requiring action and impact.

The Issue Day is the ultimate Lead SoCal 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 Southern California's policy landscape. The Issue Day process starts during the Program Orientation and runs through the duration of the Lead SoCal program. The cohort participants determine which issues will be explored and how to design and curate explorations and experiences for the entire cohort.

**LEAD  
SOCAL**

**ISSUE DAY  
2022**

# LEAD SOCAL COHORT 1



**Simone Berry**  
*Senior Program Manager*  
The Phoenix LA



**Amanda Bettinelli**  
*Assistant United States Attorney*  
Environmental & Community  
Safety Crimes Section



**Cassandra Chase**  
*Council Member*  
City of Lakewood



**Mariela Gomez**  
*Coordinator*  
Dreamers Resource Center and  
Multicultural Alliance and Gender  
Equity Center, California State  
University, Bakersfield



**Annette Kelly-Whittle**  
*Managing Partner*  
Whittle & Associates



**Eli Lipmen**  
*Executive Director*  
Move LA



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The Lombard Circle



**Maggie Ronan**  
*Senior Manager*  
United Airlines, LAX Station  
Operations



**Mayra Salazar**  
*Director of Advocacy &  
Stakeholder Relations*  
Alliance College-Ready Public Schools



**Nathaniel VerGow**  
*Deputy Chief of Systems*  
Los Angeles Homeless Services  
Authority



**Shirley Vilca**  
*Director of Development*  
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**Christina Villegas**  
*Founder & CEO*  
Mariposa Development



**Alex Visotzky**  
*Senior California Policy Fellow*  
National Alliance to End  
Homelessness



**Ming Zheng**  
*Audio Visual Google Meet  
Specialist & SnapAsia ERG Lead*  
Snap Inc.



A blue-toned photograph of a coastal landscape with mountains in the background, serving as the background for the entire page.

LEAD  
SOCAL

# PUBLIC FINANCE, CIVIC ENGAGEMENT & SOCIAL RESPONSIBILITY

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2022

PUBLIC FINANCE, CIVIC ENGAGEMENT  
AND SOCIAL RESPONSIBILITY

# ISSUE DAY

Lead SoCal 2022



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## CIVIC CHALLENGE

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The team decided to focus on marijuana decriminalization, and how changing lenses around public finance and civic engagement allowed for reimagining of this issue. The day will also focus in on the equity implications of marijuana decriminalization: who benefits, who is left out, and how does the intersection of public finance and civic engagement with this issue impact the equity considerations?

### Guiding Question

**What can we learn about public finance and public participation from the experience of decriminalization and sentencing reform?**

### Focusing Questions

**How can public finance** be used as a tool to advance social justice and increase public participation--and do sentencing reform and marijuana decriminalization offer us models and a path forward for thinking about public finance's role in coalition building and civic engagement differently?

**Can drug reform** provide/support the public investment needed to repair the harms of the drug war on communities of color?

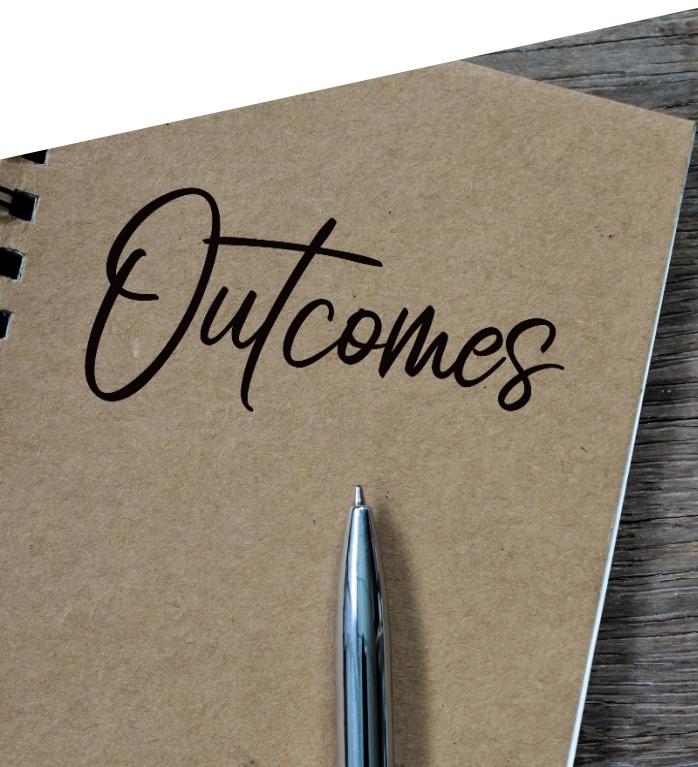
**How can reform** drive the public investment?

**Can sentencing reform** serve as a template for using public investment to drive solutions to other issues?

**What can we learn** about public finance and public participation from the experience of decriminalization and sentencing reform?

## PURPOSE

To engage the cohort to find and explore ways to incorporate social equity into a new legal/financial framework for people of color impacted by the war on drugs.



- Educate the cohort about the growing movement to decriminalize certain types of offenses (drug and otherwise); enact sentencing reforms to reduce the incarcerated population, and close costly and ineffective prisons.
- Discuss the intersection of these efforts with public finance, how these strategies can increase reinvestment in the most impacted communities; and how a public finance lens can increase engagement and build public support for previously unpopular ideas.
- Engage with the complex equity issues of decriminalization: Who gains from efforts to decriminalize drug use? How do we ensure that jurisdictions repair the harm to the most impacted communities and populations and share in any gains?

## PROCESS

AGENDA	
<b>9:00-9:30</b>	Welcome, 'Water Cooler' Discussion
<b>9:30-10:15</b>	Overview of War on Drugs and Rise of Mass Incarceration
<b>10:15-10:30</b>	Break
<b>10:30-11:30</b>	Changing the Narrative: How Public Finance Changed the Narrative on Marijuana
<b>11:30-12:30</b>	Case Study Exercise: Using Public Finance to Shift Narrative on Decriminalization
<b>12:30-1:30</b>	Lunch Break
<b>1:30-2:30</b>	Civic Engagement, Equity, and Decriminalization - Panel Discussion
<b>2:30-3:30</b>	Case Study Exercise: Using equity as a tool to increase civic participation
<b>3:30-4:30</b>	Debriefing - Closing and Summary



## HISTORICAL BACKGROUND

In 1970, President Richard Nixon signed into law the Controlled Substances Act (CSA). The CSA called for the regulation of certain drugs and substances based on a tiering of risk based on the risk of addiction and the evidence of the drug's medical benefits. The CSA outlined 5 "schedules" used to classify drugs, with Schedule 1 drugs considered the most dangerous and Schedule 5 being those substances least likely to be addictive. Schedule 1 includes substances like heroin, MDMA (ecstasy), LSD, and Marijuana. Since the passage of the CSA, the criminalization and corresponding sentencing laws associated with possession and distribution of these substances has led to a massive rise in the rate of incarceration with a significantly greater impact on people of color than on whites.

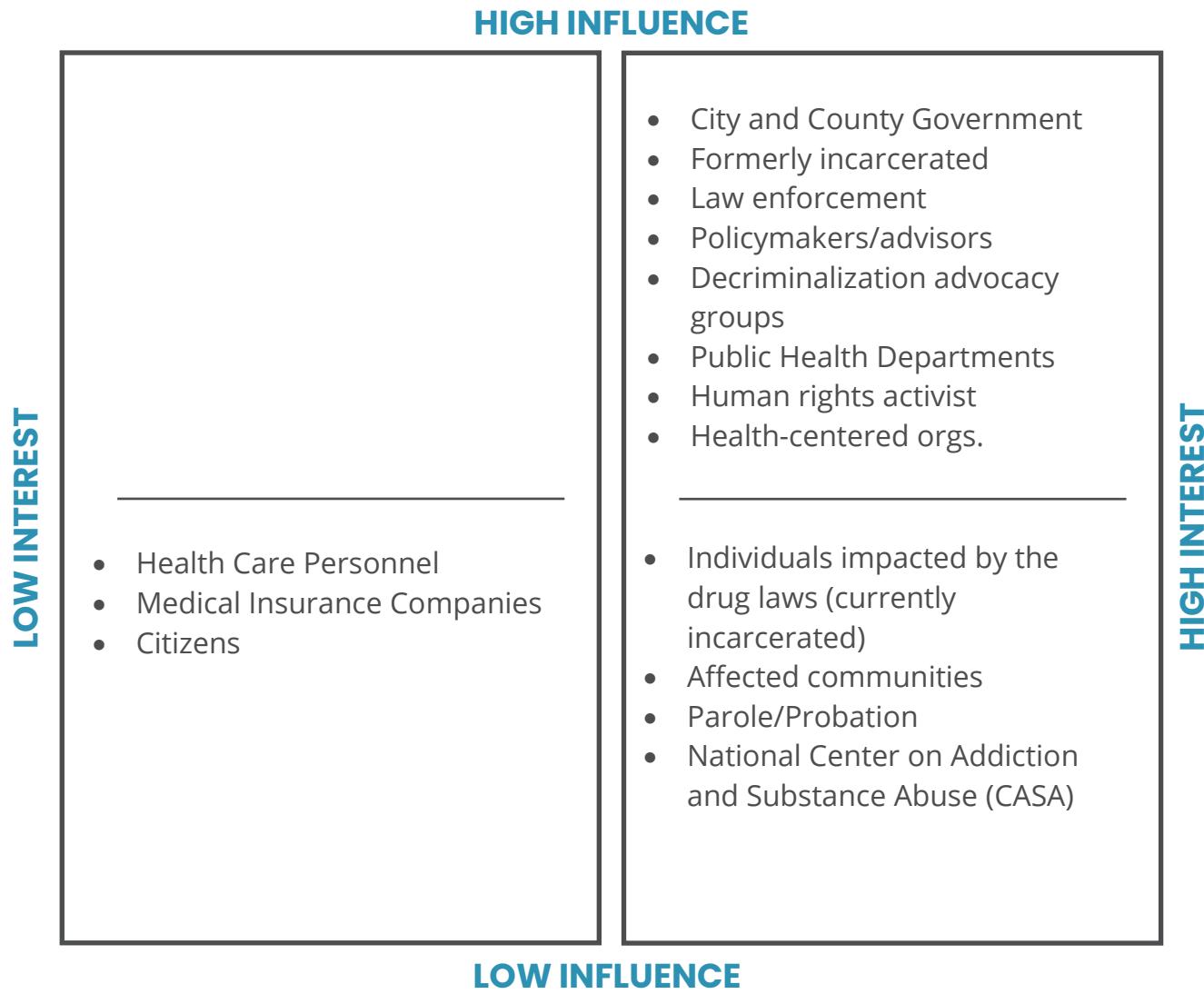
According to the Drug Policy Alliance, the number of people incarcerated for non-violent drug offenses increased from 50,000 in 1980 to 400,000 in 1997. To this day, Black people are 24% of those arrested despite making up just 13% of the U.S. population, and despite the fact that Black and white people use and sell drugs at similar rates. Drug possession is the most arrested offense in the United States despite overwhelming public support for treating drug use as a health issue, not a criminal problem (DPA).



## HISTORICAL BACKGROUND

- In addition to the CSA, other key sentencing reforms have contributed to rapid increases in the incarcerated population in the 1980s and 1990s. The 1984 Comprehensive Crime Control Act, passed by Congress, instituted mandatory minimum sentencing that lengthened prison sentences. At the state level, "truth in sentencing" laws and "three strikes" laws were passed by a plethora of states in the 1980s and early 1990s, including in California.
- The massive growth of the country and California's carceral systems have had massive impacts, both in terms of the real human costs, as well as massive burdens on public budgets at the county, state, and federal level. With the growth in both the affected population and the budget implications for local government, however, a new strategy has arisen to build support for criminal justice reform efforts, especially as those efforts relate to sentencing reform and decriminalization of substances such as marijuana. That strategy has been to appeal to fiscal considerations, in addition to the human costs of incarceration, as a means of building previously unexpected coalitions to support sentencing reform and decriminalization.

## STAKEHOLDER MAP



## TECHNICAL CHALLENGES

- How to get local approval, regulate commercial sales.
- How to collect taxes and fees on a product that is still not legal on the federal side.



## ADAPTIVE CHALLENGES

- How to decriminalize and bring economic benefits of decriminalization to marginalized communities that have limited political influence.
- Are tax funds used in a way that benefits the community and does not cause more harm to youth or people of color?
- Are communities adversely impacted by the sales in other districts? Or are low-income communities seeing legalization as a cash grab at the expense of the community?



## SPEAKER BIOGRAPHIES

### Overview of War on Drugs and Rise of Mass Incarceration



Jenna Haywood

Jenna Haywood is the Associate Director of Community Mobilization at National Harm Reduction Coalition where she supports California-based harm reduction programs with training and technical assistance and focuses on California policy advocacy. Jenna studied Human Rights Education at the University of San Francisco, where she built harm reduction curricula for people who use drugs and their health care providers. She holds a Bachelor's Degree from the University of California, Santa Cruz. For nearly a decade, Jenna has been a community and political organizer, leading progressive political field campaigns, organizing around mental and medical health care for military veterans, and working in the labor movement fighting for racial and economic justice for healthcare and service industry workers.

Savannah O'Neill is in the role of Associate Director of Capacity Building at National Harm Reduction Coalition. She oversees projects throughout California, supporting existing syringe exchange programs, buprenorphine access and the expansion of harm reduction services. She does this work through training, community mobilization and technical assistance. She received her MSW from University of Michigan and her BA from University of California at Santa Cruz. She is additionally certified as a Certified Addictions Treatment Counselor and State Certified HIV test counselor. She is dedicated to working within a harm reduction framework to develop interpersonal and systemic solutions for people who struggle with complex mental health issues, substance use, poverty, intimate partner violence and trauma.



Savannah O'Neil

## SPEAKER BIOGRAPHY

### How Public Finance Shifted the Narrative on Marijuana Legalization



**Jeannette Zanipatin, California State Director, Drug Policy Alliance**

Jeannette Zanipatin is the California State Director for the Drug Policy Alliance where she focuses on criminal justice reform, drug policy, harm reduction and the intersection between criminal law and immigration law. At DPA, Jeannette has been successful in increasing support for critical measures in harm reduction including support for safe consumption sites, syringe exchange programs, and developing policies to implement criminal justice reforms at the state and local level.

Prior to DPA, she worked as a Staff Attorney for MALDEF, (Mexican American Legal Defense and Educational Fund) working on a wide range of legislation such as ICE/Police Collaboration (CA Values Act, TRUTH Act, and the TRUST Act), labor protections for non-citizens (Document Abuse, Personal Injury and Wrongful Death suits), and expanding access to higher education for undocumented students. Additionally, Ms. Zanipatin is a highly experienced immigration lawyer, working in Seattle and San Francisco as a deportation defense attorney and managing a detention project where she provided Know your Rights presentations, directly representing immigrants in ICE detention, and created a Pro Bono project mentoring attorneys to represent immigrants in detention.

She is a graduate of UC Berkeley and Seattle University School of Law and licensed to practice in Washington and California. Jeannette recently won the Advocacy Award in 2020, from UC Berkeley's Alumni Association for her litigation and legislative work. She also currently serves as the Board Chair for CA Latinas for Reproductive Justice and as incoming Chair of the Board of Trustees for the Episcopal School of Los Angeles, an independent school, whose mission is grounded in social justice. She splits her time in the Bay Area and Los Angeles with her husband, Vladimir, two daughters Mikaela and Danilka, and her dog Miski.

## CASE STUDY 1

### Using Public Finance to Shift the Narrative in a Local Context



#### Make a Plan

**Background:** After the passage of Proposition 64 in 2016, marijuana use was decriminalized in California. However, Proposition 64 also allowed for local control regulating the legal sale of marijuana or other cannabis-derived products in local cities. A range of cities have allowed dispensaries to open in their respective cities, while many other cities have not yet passed ordinances to allow the sale of marijuana or dispensaries to open in their town.



#### Ready to Go

**Exercise:** Your task is to apply some of the lessons from the morning's presentation and design a campaign to legalize the sale of marijuana in the city that is detailed below. Make sure to consider the following questions:

- What civic engagement tools can you use?
- What messaging would you deploy?
- What strategies would you utilize to build your coalition, keeping in mind the local political context?
- What groups of people do you need to convince and how would you bring them on board?

You have 35 minutes to review the information provided and design a campaign and political strategy to win the legalization of marijuana sales in your target jurisdiction. Feel free to consult outside sources of information. At the end of 35 minutes, we will come back together to share out on what the campaign strategy would be.

## CASE STUDY TEAM 1

### Costa Mesa

#### About the City and its Politics, Demographics:

Costa Mesa is a medium-sized city in Orange County, home to about 110,000 inhabitants. Sandwiched between the conservative cities of Huntington Beach to the northwest and Newport Beach to the southeast, and the very liberal city of Santa Ana to the northeast, Costa Mesa is liberal-learning. In the 2020 Presidential election, some of Costa Mesa's election precincts went strongly for Biden over Trump, with margins of 60% for Biden and 37% for Trump. Other precincts tipped for Biden—but just barely, giving him 49% of the vote to Trump's 48% of the vote.

Seven people serve as Mayor, Mayor pro Tem, and Councilmembers in Costa Mesa:

- Mayor John Stephens was elected to Costa Mesa's Council in 2016, and works full time as an attorney. Stephens has served on the city's Pension Oversight Committee, and was the Chair of the Orange County Homelessness Task Force in 2018. Mayor Stephens also serves on ad hoc committees related to cannabis.
- Mayor Pro Tem Andrea Marr was elected to Costa Mesa's Council in 2018. She served in the Navy for many years, before moving on to work in the green energy space. She is an advocate of walkability and bikeability.
- Councilmember Manuel Chavez was elected to the Council in 2018. Councilmember Chavez is an advocate of affordable housing construction in his district, and was very involved in Orange County Young Democrats. Chavez is the youngest member of the Council, elected at age 23. He currently works as an underwriter for an auto loan company.
- Loren Gameros was elected to the Council in 2020, and has years of experience in the labor movement, working with Operating Engineers Training Trust Local 12. Gameros also works as a teacher in technical education programs at Rio Hondo College.
- Jeff Harlan was elected to the Council in 2020. He works as a land use attorney, and worked for over a decade as an urban planner and environmental consultant. He has focused his career on environmental protection, working on the issue in the Los Angeles City Attorney's office, also serving on the Costa Mesa Santa Ana River Trail Blue Ribbon Task Force.
- Don Harper was elected to the Council in 2020. He works as a distributor of energy products. He notes his priorities as being public safety, fiscal transparency, 'representing the values of the homeowners who have invested in Costa Mesa,' and defending personal freedoms.
- Arlis Reynolds was first elected to Costa Mesa Council in 2018. She works as a consultant in the clean energy industry and has a bachelor of science in mechanical engineering from MIT. Reynolds is committed to environmental sustainability, walkability, and bikeability of Costa Mesa. She comes from a line of public servants, with a grandfather who worked in law enforcement and parents who worked as school teachers.

In Costa Mesa, only 38% of households are homeowners. Approximately 50% of the city identified as white, with 36% of the city identifying as Hispanic/Latino, and 9% of the city identifying as Asian. A total of 2% of households identify as Black or African American. While the city has a relatively high median household income of \$84,000, about 12% of the city's residents are living at or below the poverty line.

## CASE STUDY TEAM 1 – COSTA MESA

<b>Population</b>	
Population Estimates, July 1 2021, (V2021)	NA
Population estimates base, April 1, 2020, (V2021)	NA
Population, percent change - April 1, 2020 (estimates base) to July 1, 2021,	NA
Population, Census, April 1, 2020	111,918
Population, Census, April 1, 2010	109,960
<b>Age and Sex</b>	
Persons under 5 years, percent	5.8%
Persons under 18 years, percent	20.3%
Persons 65 years and over, percent	11.3%
Female persons, percent	49.7%
<b>Race and Hispanic Origin</b>	
White alone, percent	71.0%
Black or African American alone, percent	1.8%
American Indian and Alaska Native alone, percent	0.6%
Asian alone, percent	8.5%
Native Hawaiian and Other Pacific Islander alone, percent	0.8%
Two or More Races, percent	4.1%
Hispanic or Latino, percent	35.6%
White alone, not Hispanic or Latino, percent	50.1%
<b>Population Characteristics</b>	
Veterans, 2015-2019	4,153
Foreign born persons, percent, 2015-2019	25.0%
<b>Housing</b>	
Housing units, July 1, 2019, (V2019)	X
Owner-occupied housing unit rate, 2015-2019	38.3%
Median value of owner-occupied housing units, 2015-2019	\$749,400
Median selected monthly owner costs -with a mortgage, 2015-2019	\$2,883
Median selected monthly owner costs -without a mortgage, 2015-2019	\$577
Median gross rent, 2015-2019	\$1,857
Building permits, 2020	X
<b>Families &amp; Living Arrangements</b>	
Households, 2015-2019	40,986
Persons per household, 2015-2019	2.71
Living in same house 1 year ago, percent of persons age 1 year+, 2015-2019	85.8%
Language other than English spoken at home, percent of persons age 5 years+, 2015-2019	38.8%

## CASE STUDY TEAM 1 – COSTA MESA CONT.

<b>Computer and Internet Use</b>	
Households with a computer, percent, 2015-2019	95.2%
Households with a broadband Internet subscription, percent, 2015-2019	90.8%
<b>Education</b>	
High school graduate or higher, percent of persons age 25 years+, 2015-2019	85.2%
Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019	40.3%
<b>Health</b>	
With a disability, under age 65 years, percent, 2015-2019	5.0%
Persons without health insurance, under age 65 years, percent	13.1%
<b>Economy</b>	
In civilian labor force, total, percent of population age 16 years+, 2015-2019	72.7%
In civilian labor force, female, percent of population age 16 years+, 2015-2019	66.4%
Total accommodation and food services sales, 2012 (\$1,000)	530,564
Total health care and social assistance receipts/revenue, 2012 (\$1,000)	409,897
Total manufacturers shipments, 2012 (\$1,000)	1,541,44
Total retail sales, 2012 (\$1,000)	3,815,53
Total retail sales per capita, 2012	\$34,092
<b>Transportation</b>	
Mean travel time to work (minutes), workers age 16 years+, 2015-2019	22.9
<b>Income &amp; Poverty</b>	
Median household income (in 2019 dollars), 2015-2019	\$84,138
Per capita income in past 12 months (in 2019 dollars), 2015-2019	\$41,136
Persons in poverty, percent	11.9%
<b>Businesses</b>	
Total employer establishments, 2019	X
Total employment, 2019	X
Total annual payroll, 2019 (\$1,000)	X
Total employment, percent change, 2018-2019	X
Total nonemployer establishments, 2018	X
All firms, 2012	15,768
Men-owned firms, 2012	8,874
Women-owned firms, 2012	5,050
Minority-owned firms, 2012	4,231
Nonminority-owned firms, 2012	10,662
Veteran-owned firms, 2012	961
Nonveteran-owned firms, 2012	13,901
<b>Geography</b>	
Population per square mile, 2010	7,024.6
Land area in square miles, 2010	15.65

## CASE STUDY TEAM 2

### Corona

#### About the City and its Politics, Demographics:

Corona is a medium-sized city in Riverside County and is home to about 157,000 inhabitants. Politically, Corona is split—the central areas of Corona are strongly Democratic, with two precincts where Joe Biden received 60% of the 2020 Presidential election vote. However, outside of these two precincts, the city is split, with outlying areas being somewhat more split between conservative Republicans and Democrats; this mirrors the politics of Riverside County, where 53% of residents voted Democrat in the 2020 election, compared to 45% voting Republican.

Five members sit on the Corona City Council:

- Mayor Wes Speake, elected in 2018, who works as an environmental and engineering consultant. Mayor Speake's primary campaign issue when he ran was traffic and traffic mitigation. He presents himself as fiscally conservative and a supporter of 'sane development.'
- Vice Mayor Tony Daddario, elected in 2020, who works in construction as a building materials supplier.
- Jacque Casillas, elected in 2018, who is a healthcare advocate and works for Planned Parenthood, and has advocated for expansion of healthcare services to people regardless of their immigration status.
- Tom Richins, elected in 2020, who is an architect and runs an electrical construction company, has served as the President of the Corona Historic Preservation Society, and is focused on transparent government and ensuring 'developers do not place undue influence' on elected officials.
- Councilman Jim Steiner, elected in 2018, who worked for years as a firefighter. Jim is active in coaching youth sports, and also serves on the board of the Corona Homeless Resources Committee.

In Corona, 64% of households are homeowners. Demographically, 46% of Corona's residents identify as Hispanic or Latino, 35% identify as non-Hispanic white, 11% identify as Asian, and 6% identify as Black or African American. Median household income is approximately \$83,000, with about 10% of the city's residents living in poverty.

## CASE STUDY TEAM 2 – CORONA

<b>Population</b>	
Population Estimates, July 1 2021, (V2021)	NA
Population estimates base, April 1, 2020, (V2021)	NA
Population, percent change - April 1, 2020 (estimates base) to July 1, 2021,	NA
Population, Census, April 1, 2020	157,136
Population, Census, April 1, 2010	152,374
<b>Age and Sex</b>	
Persons under 5 years, percent	6.4%
Persons under 18 years, percent	25.3%
Persons 65 years and over, percent	9.9%
Female persons, percent	50.2%
<b>Race and Hispanic Origin</b>	
White alone, percent	61.0%
Black or African American alone, percent	5.7%
American Indian and Alaska Native alone, percent	0.5%
Asian alone, percent	11.2%
Native Hawaiian and Other Pacific Islander alone, percent	0.4%
Two or More Races, percent	4.6%
Hispanic or Latino, percent	45.7%
White alone, not Hispanic or Latino, percent	34.7%
<b>Population Characteristics</b>	
Veterans, 2015-2019	6,043
Foreign born persons, percent, 2015-2019	24.2%
<b>Housing</b>	
Housing units, July 1, 2019, (V2019)	X
Owner-occupied housing unit rate, 2015-2019	64.1%
Median value of owner-occupied housing units, 2015-2019	\$467,000
Median selected monthly owner costs -with a mortgage, 2015-2019	\$2,414
Median selected monthly owner costs -without a mortgage, 2015-2019	\$611
Median gross rent, 2015-2019	\$1,641
Building permits, 2020	X
<b>Families &amp; Living Arrangements</b>	
Households, 2015-2019	48,899
Persons per household, 2015-2019	3.40
Living in same house 1 year ago, percent of persons age 1 year+, 2015-2019	88.7%
Language other than English spoken at home, percent of persons age 5	41.9%

## CASE STUDY TEAM 2 – CORONA CONT.

<b>Computer and Internet Use</b>	
Households with a computer, percent, 2015-2019	94.3%
Households with a broadband Internet subscription, percent, 2015-2019	89.4%
<b>Education</b>	
High school graduate or higher, percent of persons age 25 years+, 2015-2019	85.6%
Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019	27.0%
<b>Health</b>	
With a disability, under age 65 years, percent, 2015-2019	5.2%
Persons without health insurance, under age 65 years, percent	9.8%
<b>Economy</b>	
In civilian labor force, total, percent of population age 16 years+, 2015-2019	66.7%
In civilian labor force, female, percent of population age 16 years+, 2015-2019	59.5%
Total accommodation and food services sales, 2012 (\$1,000)	261,426
Total health care and social assistance receipts/revenue, 2012 (\$1,000)	485,053
Total manufacturers shipments, 2012 (\$1,000)	4,810,50
Total retail sales, 2012 (\$1,000)	2,616,05
Total retail sales per capita, 2012	\$16,516
<b>Transportation</b>	
Mean travel time to work (minutes), workers age 16 years+, 2015-2019	37.1
<b>Income &amp; Poverty</b>	
Median household income (in 2019 dollars), 2015-2019	\$83,752
Per capita income in past 12 months (in 2019 dollars), 2015-2019	\$32,567
Persons in poverty, percent	9.8%
<b>Businesses</b>	
Total employer establishments, 2019	X
Total employment, 2019	X
Total annual payroll, 2019 (\$1,000)	X
Total employment, percent change, 2018-2019	X
Total nonemployer establishments, 2018	X
All firms, 2012	13,644
Men-owned firms, 2012	6,944
Women-owned firms, 2012	4,537
Minority-owned firms, 2012	6,517
Nonminority-owned firms, 2012	6,416
Veteran-owned firms, 2012	967
Nonveteran-owned firms, 2012	11,907
<b>Geography</b>	
Population per square mile, 2010	3,924.6
Land area in square miles, 2010	38.83

## CASE STUDY TEAM 3

### Lakewood

#### About the City and its Politics, Demographics:

Lakewood is a small city in Los Angeles County and home to just over 82,000 inhabitants as of the 2020 Census. Politically, Lakewood leans towards liberal politics, with most voting precincts in Lakewood voting between 52-60% for Biden in 2020 and between 40-46% for Donald Trump. The city's history is inextricably linked to the racial politics of Southern California, with Lakewood becoming incorporated after a home-building boom fueled by upper income white families leaving the then-diverse city of Compton in large numbers.

Lakewood is served by five Councilmembers:

- Mayor Jeff Wood, first elected to the Council in 2011. Mayor Wood has served as a member of the Sheriff's Homeland Security Advisory Council and was a 'Volunteers on Patrol' team member at the Lakewood Sheriff's Station. Wood currently works in the Long Beach Community College's Superintendent-President's office as the Chief of Staff for the President.
- Vice Mayor Steve Croft was first elected to the Council in 2005 and terms out in March 2022. Croft's family has lived in Lakewood for over 60 years, and his family was one of the drivers of the annexation of particular neighborhoods into the Lakewood community. He has formerly served on Lakewood's planning commission.
- Councilmember Ariel Pe was elected to the Council in March 2020. He is a small business owner, running the Labwerkz Print Shop. He has served on the Board for the Lakewood Chamber of Commerce, and serves as an advisor with the LA Regional Small Business Development Center Network. Councilmember Pe is the first Filipino American on Lakewood's City Council.
- Councilmember Todd Rogers was first elected to Lakewood's Council in 2001. He has worked for over 30 years in the LA County Sheriff's Department, including serving as the commanding officer of the Carson Sheriff's Station. Councilmember Rogers was one of the leaders of the effort to create an independent school district in Lakewood. His current term on the Council runs through March 2022.
- Councilmember Vicki Stuckey joined the Lakewood Council in September 2020, and is the first African American on Lakewood's Council. Councilmember Stuckey retired after 34 years at the LA County Sheriff's Department. She has served on both the planning commission and public safety commission for Lakewood.

In Lakewood, 72% of households are homeowners. The city is very diverse—About 34% of residents are Non-Hispanic white, 34% are Hispanic/Latino, 19% are Asian, and 9% are Black or African American. The median household income in Lakewood is \$93,432, with just under 7% of residents living in poverty.

## CASE STUDY TEAM 3 – LAKEWOOD

<b>Population</b>	
Population Estimates, July 1 2021, (V2021)	NA
Population estimates base, April 1, 2020, (V2021)	NA
Population, percent change - April 1, 2020 (estimates base) to July 1, 2021,	NA
Population, Census, April 1, 2020	82,496
Population, Census, April 1, 2010	80,048
<b>Age and Sex</b>	
Persons under 5 years, percent	6.5%
Persons under 18 years, percent	21.9%
Persons 65 years and over, percent	13.4%
Female persons, percent	51.3%
<b>Race and Hispanic Origin</b>	
White alone, percent	49.2%
Black or African American alone, percent	9.1%
American Indian and Alaska Native alone, percent	0.5%
Asian alone, percent	19.2%
Native Hawaiian and Other Pacific Islander alone, percent	1.1%
Two or More Races, percent	6.3%
Hispanic or Latino, percent	33.8%
White alone, not Hispanic or Latino, percent	34.3%
<b>Population Characteristics</b>	
Veterans, 2015-2019	3,735
Foreign born persons, percent, 2015-2019	21.5%
<b>Housing</b>	
Housing units, July 1, 2019, (V2019)	X
Owner-occupied housing unit rate, 2015-2019	72.3%
Median value of owner-occupied housing units, 2015-2019	\$568,600
Median selected monthly owner costs -with a mortgage, 2015-2019	\$2,363
Median selected monthly owner costs -without a mortgage, 2015-2019	\$478
Median gross rent, 2015-2019	\$1,839
Building permits, 2020	X
<b>Families &amp; Living Arrangements</b>	
Households, 2015-2019	25,756
Persons per household, 2015-2019	3.11
Living in same house 1 year ago, percent of persons age 1 year+, 2015-2019	92.4%
Language other than English spoken at home, percent of persons age 5	34.9%

## CASE STUDY TEAM 3 – LAKWOOD CONT.

<b>Computer and Internet Use</b>	
Households with a computer, percent, 2015-2019	94.9%
Households with a broadband Internet subscription, percent, 2015-2019	90.1%
<b>Education</b>	
High school graduate or higher, percent of persons age 25 years+, 2015-2019	91.0%
Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019	30.8%
<b>Health</b>	
With a disability, under age 65 years, percent, 2015-2019	5.4%
Persons without health insurance, under age 65 years, percent	5.2%
<b>Economy</b>	
In civilian labor force, total, percent of population age 16 years+, 2015-2019	65.7%
In civilian labor force, female, percent of population age 16 years+, 2015-2019	61.2%
Total accommodation and food services sales, 2012 (\$1,000)	169,078
Total health care and social assistance receipts/revenue, 2012 (\$1,000)	329,182
Total manufacturers shipments, 2012 (\$1,000)	D
Total retail sales, 2012 (\$1,000)	1,104,40
Total retail sales per capita, 2012	\$13,663
<b>Transportation</b>	
Mean travel time to work (minutes), workers age 16 years+, 2015-2019	31.0
<b>Income &amp; Poverty</b>	
Median household income (in 2019 dollars), 2015-2019	\$93,432
Per capita income in past 12 months (in 2019 dollars), 2015-2019	\$35,330
Persons in poverty, percent	6.6%
<b>Businesses</b>	
Total employer establishments, 2019	X
Total employment, 2019	X
Total annual payroll, 2019 (\$1,000)	X
Total employment, percent change, 2018-2019	X
Total nonemployer establishments, 2018	X
All firms, 2012	6,018
Men-owned firms, 2012	2,906
Women-owned firms, 2012	2,318
Minority-owned firms, 2012	3,279
Nonminority-owned firms, 2012	2,444
Veteran-owned firms, 2012	281
Nonveteran-owned firms, 2012	5,308
<b>Geography</b>	
Population per square mile, 2010	8,502.4
Land area in square miles, 2010	9.41

## LUNCH TIME ACTIVITY

Meet Josephine Ledesma and the impact the war on drugs had on her and her family's life.



Josie is a mother of two sons and one daughter. When she was sentenced to life in prison as a nonviolent first-time drug offender her oldest child was 11 years old and the youngest was 8 years old. Josie served 24 years before being granted Clemency by President Barack Obama in August of 2016. Josie currently works as an administrative assistant and enjoys spending time with her nine grandchildren.



**It wasn't a war  
on drugs it was a war  
on families.**

### VIDEO INTERVIEW



### ADDITIONAL READINGS



### TAKE ACTION



[CAN-DO Justice through Clemency](#)

[Nation of Second Chances](#)

### JOSIE RECEIVES CLEMENCY



## PANELIST BIOGRAPHIES –What's Working and What's Not Working



**Dr. Imani Brown**

Dr. Imani Brown is the Social Equity Program Director for the Department of Cannabis Regulation for the City of Los Angeles. Within this role, Dr. Brown works to provide business, licensing, compliance, and technical assistance to verified Social Equity Program Applicants with the goal of promoting equitable ownership and employment opportunities in the cannabis industry in order to decrease disparities in life outcomes for marginalized communities and to address the disproportionate impacts of the War on Drugs in those communities. Dr. Brown is an urban policy and planning expert with more than twenty years experience in sustainable urban land use, government relations, public policy, and small business development. Dr. Brown was responsible for directing billions of dollars in economic development in Southern California and has created multiple community-centered economic development projects. Dr. Brown earned her doctorate from USC in Policy, Planning, and Development in 2009.

Michele served for twelve years as Councilmember in the City of Santa Ana, CA (2006-2018). During this time, she became the first council member to serve as President of the National Association of Latino Elected and Appointed Officials (NALEO), the first council member to serve as President of the Southern California Association of Governments (SCAG), and the youngest woman to serve as the Mayor Pro Tem for the City of Santa Ana.

Michele Martinez is considered one of the nation's political change agent leaders of her time and is recognized for her reputation as an effective regional public policy leader, her understanding and knowledge of government and its political dimension in California, fostering innovation and data-driven policy decision-making, and her ability to connect the dots to build thriving communities that put people first, and lastly, her regional cutting-edge approach on advancing policies and solutions to the unique and complex challenges in navigating the regulatory and political environment in housing, water, air, transportation, economic development, land-use/ zoning, and technology.

Since leaving public office Michele has been volunteering her time by serving as a pro-bono policy advisor for U.S. District Judge David O. Carter on the issue of homelessness for North and Central Orange County to provide emergency shelters. Furthermore, Michele was recently appointed by U.S. District Judge David O. Carter to serve as a Special Master on the issues of homelessness, and the specific lawsuit by the Alliance for Human Rights against the City and County of Los Angeles regarding homelessness.



**Councilwoman  
Michele Martinez,  
Ex-Officio**

## PANELIST BIOGRAPHIES

### What's Working and What's Not Working



Jorge Nuño  
CEO La Casa Grande

JORGE NUÑO, is a successful South-Central Los Angeles “social entrepreneur” who has spent the last 15 years as a local job creator and neighborhood mentor. He is based in The Big House on 35th Street and Main Street, in the heart of working-class LA, where he was born and raised. He is the father of two preteen-aged boys.

Jorge is now participating in the Cannabis industry as the Founder and CEO of La Casa Grande, an innovative marijuana dispensary. He is also CEO of NTS Communications, a graphics design firm that contracts with LAUSD, RedBox, Vivendi Entertainment, Walmart, and his headquartered at his printing facility just blocks from The Big House. Jorge is also a Delegate, Los Angeles 59th Assembly District, for many years advocating against gentrification with his project “Don’t Move, Improve” that successfully renovated an old home of an elderly couple longtime residents of the area with a fresh paint job and needed fixes to their 100-year-old Victorian home.

In its endorsement of his City Council candidacy in 2017, the Los Angeles Times said that Jorge "...undeniably been a force for positive change" and "Nuno's entrepreneurial drive and connections to the grass roots make him the better choice."

NTS Communications received the California Small Business of the Year Award for the 59th Assembly District. The Big House has also been featured in Telemundo, highlighting his work in the immigrant community. His grass-roots work caught the eye of Chelsea Handler and her Netflix show, who covered his campaign as part of her second season premiere. In addition, Vice on HBO also featured Jorge's work in the world of education, where he led efforts at his local public school to transform and highlight the great work taking place on behalf of students.

## CASE STUDY 2

### Using Equity as a Tool to Increase Civic Participation



#### Make a Plan

Congratulations!! Your efforts paid off and your community has voted to approve commercial sales of marijuana to adults. Now comes the hard work of designing a framework for licensing and defining the use of revenue from licensing and taxes



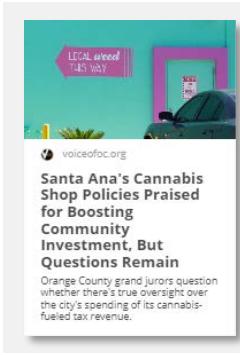
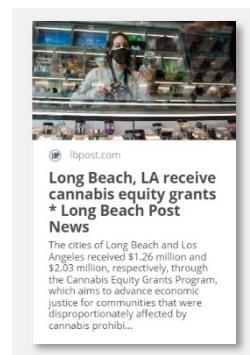
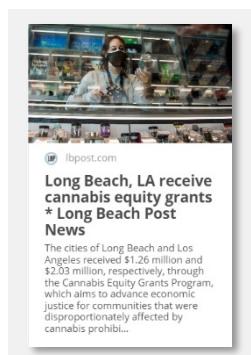
#### Ready to Go

**Exercise:** You will be placed back into your groups from the last case study exercise, and you will have the next 30-35 minutes to develop a plan for how your municipality will roll out its new marijuana initiative. Here are some questions that you will want to be able to answer as you develop this plan:

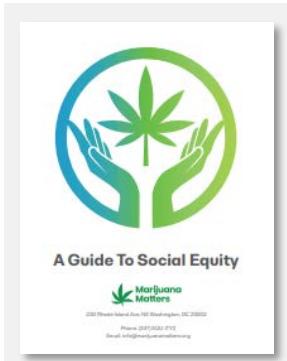
- Who were the constituents you needed to engage in your campaign for legalization?
- What are the promises that you made during your campaign?
- Is there a way to ensure that those constituents will benefit from this change of ordinance?
- Who was previously most impacted by the illegality of marijuana?
- Where will the new stores be allowed to operate?
- Will you incorporate any of the equity practices discussed in the panel session? If not, why not?
- Who will profit most from this new ordinance?
- What will your city do with the revenue generated?

# RELATED MATERIALS

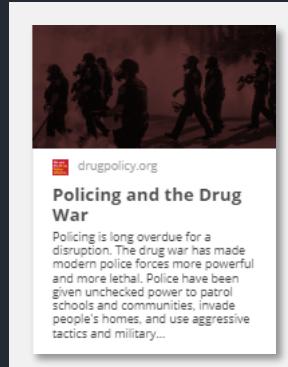
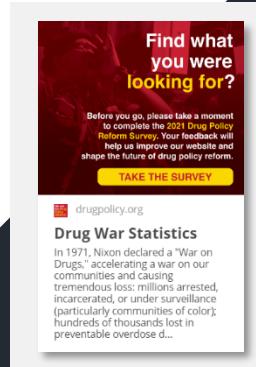
## ARTICLES



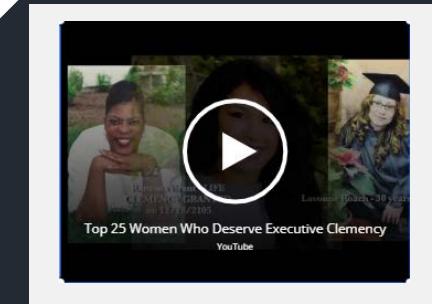
## GUIDES AND TOOLKITS



## DRUGPOLICY.ORG



## VIDEOS



## GLOSSARY OF TERMS

### **Community Benefits Agreement**

A Community Benefits Agreement (CBA) is a contract between community representatives and a developer that outlines how the development will provide benefits desired by the community and ensures the coalition of community representatives will support (or at least remain neutral) on the project. Because they take the form of a written agreement between the parties, CBAs are contracts which the parties can enforce.

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### **Decriminalization**

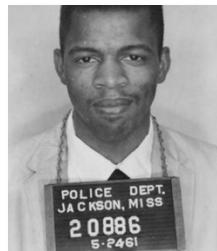
The action or process of ceasing to treat something as illegal or as a criminal offense.

---

### **Social Equity**

Social Equity, at its simplest, can be understood as impartiality, fairness, and justice for all people.<sup>1</sup> This means taking into account systemic inequalities to ensure that everyone has access to the same

## NEXT STEPS



JOHN LEWIS



"Never be afraid to make some noise and get in good trouble necessary trouble."



JOHN LEWIS



"If you see something that is not right, not fair, not just, you have a moral obligation to do something about it."



JOHN LEWIS



"The power of faith is transformative. It can be utilized in your own personal life to change your individual condition, and it can be used as a lifeline of spiritual strength to change a nation."

- [Advocate for those still incarcerated and support those who have been harmed by mass incarceration](#)
- [Start a Harm Reduction Program](#)

## ACKNOWLEDGMENTS

We thank all of the speakers for taking the time out of their busy schedules to speak with us.

- Dr. Imani Brown, City of Los Angeles
- Jeannette Zanipatin, Drug Policy Alliance
- Jenna Haywood, National Harm Reduction Coalition
- Savannah O'Neill, National Harm Reduction Coalition
- Josephine Ledesma
- Michele Martinez, Former Councilmember



*Thank you!*

# OUR GOOD TROUBLE TEAM



**ALEX VISOTZKY**

Associate Director of Policy and  
Legislative Affairs, Los Angeles  
Homeless Services Authority



**CHRISTINE VILLEGRAS**

Founder & CEO, Mariposa Development



**ANNETTE KELLY-WHITTLE**

Managing Partner, Whittle &  
Associates



**NATHANIEL VERGOW**

Deputy Chief of Systems, Los Angeles  
Homeless Services Authority



**LEAD  
SOCAL**

# **EDUCATION, WORKFORCE DEVELOPMENT & INCOME INEQUALITY**

---

**2022**



## Lead SoCAL 1 Cohort

# Education, Workforce Development, and Income Inequality

March 18, 2022

PRESENTED BY  
Team Stretch

# Table of Contents



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# About Team Stretch



**Simone Berry**

Regional Director,  
The Phoenix



**Mariela Gomez**

Coordinator in Student Affairs,  
CSU Bakersfield



**Eli Lipmen**

Director of Policy & Programming,  
Move LA



**Jason Lombard**

Owner,  
The Lombard Circle



**YongMing Zheng**  
SnapAsia ERG Lead  
Snap Inc.

# Civic Challenge

The Opportunity Gap is one of the most persistent challenges facing K-12 Education, particularly in a diverse region like Southern California. Team Stretch focused on identifying and analyzing significant factors that contribute to inequities in the education system that lead to the Opportunity Gap and contemporary efforts to achieve Mastery Learning and equity in grading.



## Guiding Question

What are the foundational challenges that contribute to the Opportunity Gap and how can they be overcome?

## Focusing Questions

1. What is the definition of the opportunity gap?
2. How is it different from the achievement gap?
3. What are the top three (3) contributing factors to the Opportunity Gap in K-12 education, particularly for minority students?
4. What is the most important factor to a student's opportunity to learn?
5. Do you believe that student assessments (tests) and grades are an effective (equitable?) way to measure whether a student has mastered a particular topic?
6. Is Mastery Learning and equity in grading achievable in a large and diverse school district? Will it address the opportunity gap?

# Purpose

To examine the Opportunity Gap, have a shared understanding of what contributes to it, and opportunities to address it through Mastery Learning.

## Outcomes

### GOAL 1

Review the history of the opportunity gap and understand what factors contribute to it.

## Process

<b>9:00 - 9:30 AM</b>	Welcome, POP, Water Cooler Conversation
<b>9:30 - 10:30 am</b>	History of the Opportunity Gap
<b>10:30 - 10:45 am</b>	Debrief Session
<b>10:45 - 11:00 am</b>	Break
<b>11:00 - 11:25 pm</b>	Mindfulness Exercise
<b>11:25 - 12:30 PM</b>	P2ESTLE2: Foundation vs. Symptomatic Problems
<b>12:30 - 1:30 pm</b>	Lunch Break
<b>1:30 - 1:40 pm</b>	Regroup & Recap
<b>1:40 - 2:10 pm</b>	Addressing the Opportunity Gap Case Study
<b>2:10- 2:30 pm</b>	CORO Talk with Joel Scott
<b>2:30 - 3:15 pm</b>	Mastery Learning Panel Discussion
<b>3:15 - 3:45 pm</b>	Preparing Your Policy Position - Adaptive Leadership
<b>3:45 - 4:15 pm</b>	Policy Presentation to a School Board Member
<b>4:15 - 4:30 pm</b>	Carson Time

### GOAL 2

Analyze the intersection between educational access, racial inequalities, and poverty dynamics.

### GOAL 3

Examine legal, cultural, and systems impacts on education in California's K-12 public and private sector.

# Historical Background

## What is the "Opportunity Gap"?

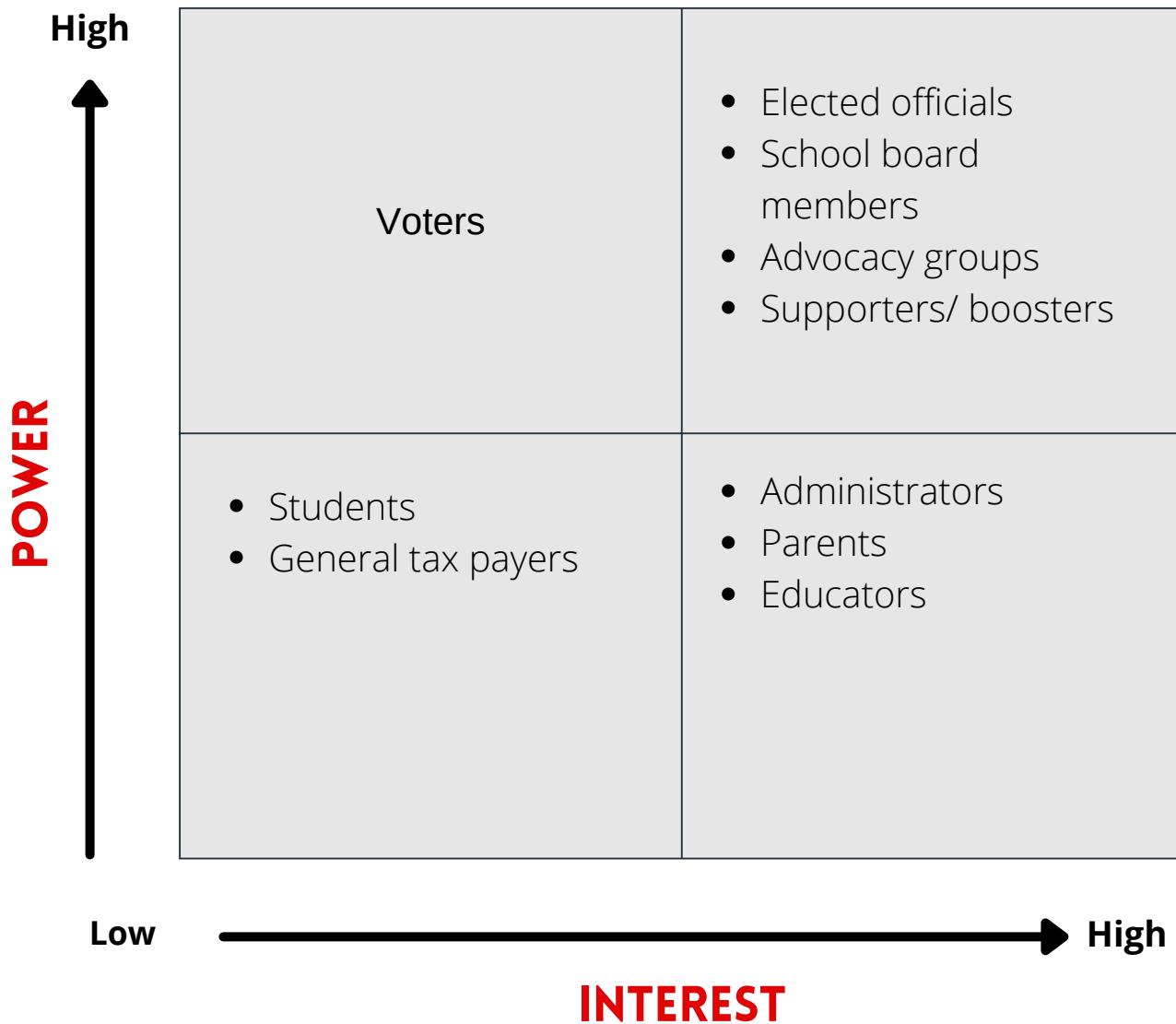
"Opportunity gap" refers to the fact that the arbitrary circumstances in which people are born—such as their race, ethnicity, ZIP code, and socioeconomic status—determine their opportunities in life, rather than all people having the chance to achieve the best of their potential.

"Opportunity gap" draws attention to the conditions and obstacles that young students face throughout their educational careers. It therefore accurately places responsibility on an inequitable system that is not providing the opportunities for all kids to thrive and succeed.

Teach For America has made the shift from *achievement gap* to *opportunity gap* in effort to draw attention to the unjust and inequitable conditions and obstacles students face (LaMooney, 2018). The term *achievement gap* puts the onus on the child, rather than on an inequitable education system which has failed them.



# Stakeholder Map



## Technical Problems

*Easy to identify and can usually be solved by an authority or expert*

- Students' basic needs
- Students' external factors
- Students' Internal factors
- Students' relationship with teachers
- Relevance in education

## Adaptive Challenges

*Require changes in values, beliefs, & approaches to work*

- Altering metrics used to measure student performance
- Supporting students from historically disadvantaged families with a 'whole child' approach
- Encouraging educators to design quality learning experiences for diverse student populations
- Advocating for administrators and elected officials to play an active role in closing the opportunity gap



# Speaker Biographies



## **Cherise Ayers, Supervisor of Educational Equity**

Mizma Youth Development & Wellness Consulting

Cherise Ayers is a native of St. Paul, Minnesota. Her 20-year career in K-12 education has included numerous roles, including teacher, dean of students, assistant principal, principal, and equity supervisor for an urban school district. Ayers is passionate about nurturing community and family engagement and implementing systems of progressive change.



## **Claudia Bonilla Keller, Chief Executive Officer**

Second Harvest Food Bank of Orange County

Keller has served as the CEO since January 2020. As the daughter of immigrants who is bilingual, she is the food bank's second female CEO to hold the top leadership position. Second Harvest was founded in 1983 and today employs 77 team members. In the fiscal year 2021, the organization distributed nearly 60 million pounds of food through its partner network and served over 489,000 people per month on average.



## **Dr. Kendrea Hart, Founder and Chief Executive Officer**

Mizma Youth Development & Wellness Consulting

Dr. Hart is known for her ardent advocacy for youth with disabilities, mental illness, and environmental psychosocial stressors. Her two-decade career as a school psychologist expands several areas, including education, public health at the Centers for Disease Control (CDC), juvenile justice, and nonprofit and community-based agencies in the U.S. Southeastern and Western regions.



## **Aundrey Page, Vice President of Schools**

Innovate Public Schools

Aundrey started his career as a high school mathematics teacher and department chair on the south side of Atlanta, Georgia. Upon leaving Atlanta, Aundrey returned to his hometown of San Jose, CA, to serve as a high school Vice Principal of Instruction. During his time as the VP, his school was named the #1 high school in the Bay Area according to US News & World Report for its outstanding student academic achievement.

# Panelist Biographies



## Tanya Ortiz Franklin, Board Member, District 7

Los Angeles Unified School District

Tanya Ortiz Franklin is the Board Member for LAUSD where she was previously a student, teacher, teacher-educator, and advocate. After graduating with her bachelor's degree from Columbia University, Tanya earned her master's degree in elementary education at Loyola Marymount University. During the Great Recession, she was laid off from LA Unified and decided to attend the UCLA School of Law, specializing in public interest law & policy and critical race studies.



## Joshua Moreno, High School English Teacher

Alhambra Unified School District

Joshua has been a teacher for over 16 years at a large urban Title I public high school in Alhambra, a suburb of Los Angeles. He currently teaches AP English Language, American Literature, and ESL and has also taught Social Science and AP Spanish Literature. He holds an MA in English and Education and a B.A. in Spanish and Political Science. Throughout his career, he has practiced equitable grading practices with a group of educators within the district and continues the work through the Equity, Diversity, and Inclusion Task Force.



## Dr. Tamara Schiff, Owner/Consultant

Tamara Schiff Consulting

Tamara was senior vice president at the National Institute for Excellence in Teaching (NIET). At NIET, Tamara led all research efforts, was responsible for the annual National TAP Conference, authored and edited numerous monographs and articles on educational issues, and was involved in all hiring. She served on the board of trustees for the Milken Community High School for over 10 years, as well as on the board of directors for HighTech Los Angeles. Dr. Schiff received her Ph.D. in education from UCLA.



## Donna Jacobson, Director of Schools

LA Promise Fund

Donna Jacobson joined the LAPF team in August of 2017, as the Director of Schools. In this role, Jacobson facilitates the development of their growing charter schools. Prior to joining the team, Jacobson served as a principal and leadership coach at Alliance College Ready Public Schools. Before working in the charter school space, Jacobson began her career as a classroom teacher in the Inglewood Unified School District.

# Industry Leaders



**Priya Sodha**

Innergem

Priya Sodha, is the founder of Innergem, a company that focuses on coaching & providing research back training to the workforce, around topics that build confidence. Priya has delivered workshops to over 2,000 individuals, globally, since the pandemic. Her speciality lies in topics such as the art of self promotion, setting healthy life/work boundaries, battling imposter syndrome & building resilience through mindfulness.



**Henry Lo**

Mayor of Monterey Park

As a proponent of creating collaborative relationships between public agencies, Henry's leadership helped to develop an academic partnership between the Garvey Elementary School District and East Los Angeles College. Between 2016 and 2020, Henry was an appointed member of the City of Monterey Park Economic Development Advisory Commission in which he and his fellow commissioners provided input on how to improve the city's economic climate.

# Addressing the Opportunity Gap: Case Study



## 2021-2022 LEAD SoCAL 1 TYPES OF INFORMATION - FIAO



*Information is the resolution of uncertainty."*

- Claude Shannon, Mathematician and father of "information theory"

All information serves a purpose. But before we can know what to do with the information we have acquired through inquiry, we need to distinguish what type of information it is. FIAO (FACTS, INFERENCES, ASSUMPTIONS, OPINIONS) enables us to determine the type of information we have to then know what to do with it.

## FIAO Refresher

### FACTS

- Known truth; an actual occurrence; objective reality; objectively verified; something known to exist or to have happened
- Confined to what one observed - cannot be made about the future
- High probability (*not certain because Ladder of Inference obscures observation*)

*Example: It is raining outside right now.*

When making decisions, we'll want to USE Facts

### INFERENCES

- Drawn/arrived at from FACTS; a conclusion based on a FACT
- Made anytime before, during, or after observation
- Goes beyond what one observes - may concern the past, present or future
- Represents some degree of probability

*Example: Dark clouds are rolling in. It will rain later.*

When making decisions, we'll want to DEVELOP Inferences

### ASSUMPTIONS

- Something one believes to be true with little or no basis
- Accepted or supposed true without proof or demonstration

*Example: Rain makes people sleepy.*

When making decisions, we'll want to TEST Assumptions

### OPINIONS

- A view or judgment formed about something, not necessarily based on fact or knowledge
- A belief or conclusion held with confidence but not necessarily substantiated by knowledge or proof

*Example: Rain is better than snow.*

When making decisions, we'll want to LISTEN TO Opinions.

# Coro Talk: *Equity and the Student Experience*



## **Joel Scott, Partnership Director** Turn Around for Children

Joel Scott is a Partnership Director in the New York region and delivers Turnaround for Children's Professional Learning Series to leaders, principals, and their teams. Joel executes on thought leadership and marketing opportunities. He contributes to DEI and organizational culture initiatives as well.

### ***Who do you admire most in your life?***

The person I most admire in life is my father. To grow up incredibly poor, almost in a shack of a house, and to accomplish so much from such humble beginnings, has always been an inspiration to me. His amazing work ethic, smile and devotion to his family, work and purpose is amazing. He is my best friend as well.

# Additional Resources

## Education Reform



### **Opportunity Gap Definition**

Closely related to achievement gap and learning gap, the term opportunity gap...  
[edglossary.org](http://edglossary.org)

## Teach for America



### **Why We Say "Opportunity Gap" Instead of "Achievement Gap"**

Teach For America has adopted the language "opportunity gap" instead of the commonly used "achievement gap" when discussing education in th

## Economic Policy Institute



### **The Racial Achievement Gap, Segregated Schools, and...**

Publication in: Race and Social Problems...  
[epi.org](http://epi.org)

## New York Times



Published 2017

A New Kind of Classroom: No Grades, No Failing, No Hurry (Published 2017)

By Kyle Spencer August 11, 2017

Mastery-based learning allows students to learn at their own pace.

**The New York Times**

## Reimagine Ed



### **This California district has the mastery-based learning approach...**

The only fully personalized learning...  
[reimaginedonline.org](http://reimaginedonline.org)

## Ed Source



### **Why some California school districts are changing how students earn grades**

Dropping D's and F's and working with students to master the material is seen as a way to improve learning and boost equity.

# Glossary of Terms

## Achievement Gap

Refers to the fact that the arbitrary circumstances in which people are born—such as their race, ethnicity, ZIP code, and socioeconomic status—determine their opportunities in life, rather than all people having the chance to achieve to the best of their potential. (Source: Teach for America)

## Educational Assessment

The process and methods related to measuring and documenting students' levels of specific knowledge and skills. Assessment is used for a variety of purposes, including determining students' academic readiness, measuring students' learning progress, placing students in appropriate courses and providing accountability for schools and teachers. (Source: Center for Assessment)

## Opportunity Gap

Commonly used in education-related conversations, media reports, scholarship, and teacher training materials. Refers to the disparity in academic outcomes between lower-income students—who often are people of color, non-native English speakers, and those living in rural communities—and their affluent peers.

# Acknowledgments

We would like to thank the special individuals who helped our project come to fruition. With their help, support, and expertise, our team was able to be successful.

## Our Wonderful Speakers & Panelists

Carson Bruno, CORO

Mayra Salazar, Alliance College- Ready Public Schools



LEAD  
SOCAL

# HOUSING, HOMELESSNESS & URBAN DESIGN

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2022

F3 FIVE FEARLESS FEMALES PRESENT

# HOUSING, HOMELESSNESS, & URBAN DESIGN

## ISSUE DAY

**Presented by F3:  
Amanda M. Bettinelli,  
Cassandra Chase,  
Maggie Ronan,  
Mayra Salazar and  
Shirley Vilca**

APRIL 15, 2022



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# CIVIC CHALLENGE, GUIDING QUESTION & FOCUSING QUESTIONS



## CIVIC CHALLENGE

Propose a practical approach and strategy to serve vulnerable residents of Southern California who are experiencing homelessness and to provide access to both structural and social service supports to aid in their long-term successful transition to permanent affordable housing.



## GUIDING QUESTION

In what ways can existing infrastructure be used to address the growing population in critical need of housing and resources, especially in the context of a worldwide pandemic?



## FOCUSING QUESTIONS

- What resources already exist in Southern California that aid in reducing the number of people who are experiencing homelessness?
  - Objective -Leverage those resources and subject matter expertise
- How did the pandemic negatively or positively affect the state of homelessness in Southern California?
  - Example: job loss, death of a family member, and long term illness.
- Were certain populations affected more than others?
  - Example: Race, economic status, mental health, gender, age, etc.
- What is currently being done to address the housing crisis currently affecting LA County?
  - The push factors that cause individuals and families to experience housing insecurity and a lack of access to permanent affordable housing is: rising rents, a shortage of homes, a suburban single family home model, a shelter based solution mindset, political pressures to quickly address neighborhood eyesore/ visible tents, and neighborhood attitudes of not here.
    1. Eviction bans
    2. Tenant relief programs
    3. Building up housing stock
    4. Container programs
    5. Cash relief programs

# PURPOSE & OUTCOMES

## PURPOSE

The objective is to address a fundamental issue of human need in our community. We have collectively agreed that housing is a human right and approached our collective decision making and put forth strategies to address a human problem, not a societal condition that suggests a moral failing of those experiencing it. Our efforts are to offer new proposals to broaden current solution oriented approaches which fail to address systemic problems and institutional barriers that have disproportionately impacted black and brown communities, e.g. redlining, criminal justice system, and equal access to high paying jobs, loans, and credit.

## OUTCOMES

- Increase understanding of the agencies that oversee housing and homelessness policy in LA County.
- Explore the County's housing development process.
- Discover the responsibilities of stakeholders in determining which housing projects are approved.
- Understand why California views homelessness as a local issue.



# PROCESS



Time	Item
9:00am - 9:30am	Welcome/Review POP
9:30am - 10:00am	Water Cooler
10:00am - 10:40am	Speaker: Lived Experience
10:40am - 10:55am	Break
10:55am - 11:45am	Presentation: Background/History of Homelessness in SoCal
11:45am - 12:00pm	Group Reflection/Discussion
12:00pm - 1:00pm	Lunch
1:00pm - 1:30pm	Water Cooler
1:30pm - 2:30pm	Case Study
2:30pm - 2:45pm	Break
2:45pm - 3:30pm	Panel: Solutions To Meeting The Housing Need For Subgroups
3:30pm - 4:30pm	Exercise
4:30pm - 5:00pm	Debrief/Closing/Summary

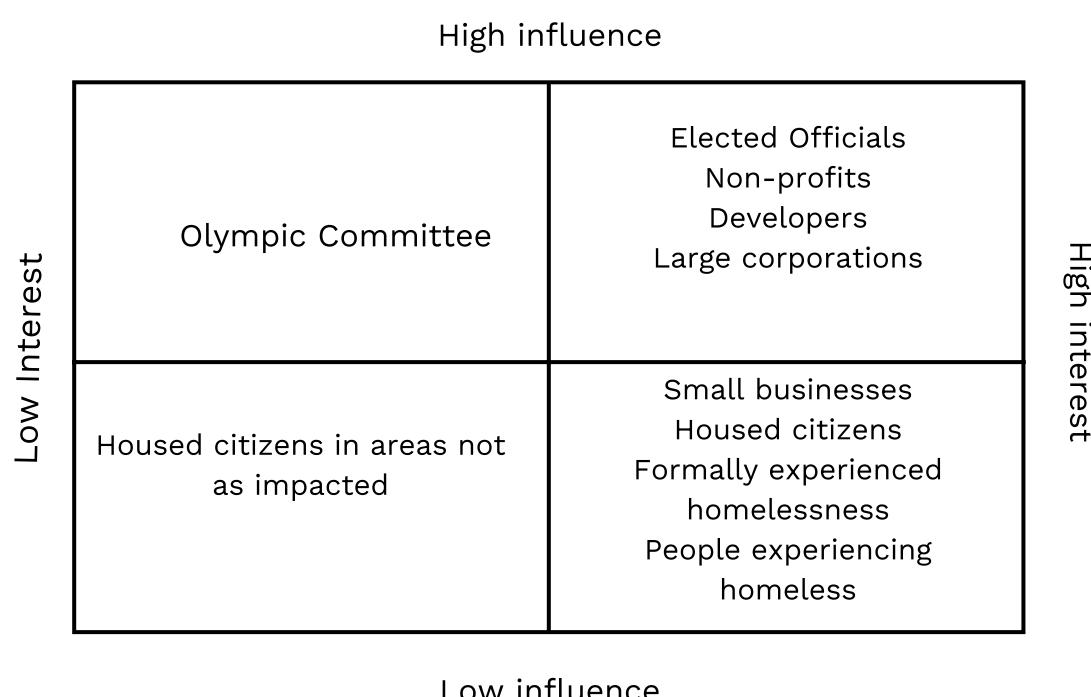
# HISTORICAL BACKGROUND & STAKEHOLDER MAP

## HISTORICAL BACKGROUND



Approximately 63,706 people are currently experiencing homelessness in Los Angeles County based on the most recent 2020 count. The Los Angeles Homeless Services Authority ("LAHSA") is the lead agency in the Los Angeles Continuum of Care and its role is to coordinate housing and services for homeless families and individuals in Los Angeles County. They conduct the annual count and report that there was a pause in those efforts due to the pandemic. The most recent figures indicate that homelessness numbers are up 13% since 2019. According to LAHSA, the rise in homelessness in Los Angeles County is a result of stagnant income, rising housing prices, lack of investment in mental health services, lack of tenant protections, and discriminatory land use. Another major factor is mass incarceration. LAHSA found that 60% of L.A.'s homeless population has cycled through the criminal justice system.

## STAKEHOLDER MAP



# TECHNICAL PROBLEM & ADAPTIVE CHALLENGES

## TECHNICAL PROBLEM



There are not enough reasonably priced housing options in SoCal.

People are being priced out of the housing market and ultimately end up experiencing homelessness and becoming housing insecure themselves.

There are not enough programs in place to address the housing and homeless issue in Southern California.

## ADAPTIVE CHALLENGE



Government officials are not using all the tools and resources at their disposal to address the growing issue of overpriced housing and the increasing number of people experiencing homelessness.

People experiencing homelessness experience many roadblocks in having their voices (vote) heard that they become a low-influence stakeholder for government officials who have the power to implement change.



# **WATERCOOLER 1**

## **BACKPACK SCENARIO**



**Scenario: You have fallen on hard times and unexpectedly will lose your housing and majority of your belongings. As you don't know your next step, all you can feasibly take with you is a backpack full items you deem necessary to survive.**

1

What is your initial feeling as you imagine this scenario and are told you have no where to live?

2

What is your thought process as you packed your bag and what did you choose to bring?

3

Would the items in your bag change if you had to consider your family, pet etc?

# SPEAKER



**SHARIS RHODES**  
**President, New Vision Consulting, LLC**

Sharis Rhodes is an entrepreneur, political facilitator and community organizer. Sharis has become the "go to" for major influential brands that seek meaningful partnerships, investments and community coalition building in the private and public sectors. She is the founder and President of New Vision Consulting LLC and a former candidate for Los Angeles County Board of Supervisors, District 2.

# BACKGROUND/HISTORY OF HOMELESSNESS IN SOCAL PRESENTATION



**MEGAN COLVARD**  
**Senior Director of Community Affairs, PATH**

As the Statewide Senior Director of Community Affairs, Megan currently oversees PATH's external partnerships and statewide community engagement initiatives. In this role, she is dedicated to bringing the public and private sector together to create collective impact strategies designed to innovate bold and effective solutions to homelessness.

Prior to this role, Megan served as the Regional Director of the Silicon Valley, where she helped launch PATH's activities in the Bay Area. There she managed the growth and expansion of PATH's regional budget, programs, and supportive housing development portfolio, helping to bring 6 developments and over 475 units into the pipeline in under 6 years.

Megan brings over 10 years of experience working in the homeless services sector. She entered the field as a case manager providing direct services in a homeless drop-in center, before moving to South Central Los Angeles to assist unhoused families and veterans in obtaining permanent housing through Housing First, HPRP and SSVF Programs. She has since managed the implementation and development of programs ranging from Street Outreach, Rapid Rehousing, Medi-cal Intensive Case Management, Interim Housing and Permanent Supportive Housing. She holds her undergraduate degree from UC Berkeley.

# **WATERCOOLER 2**

## **BACKPACK SCENARIO**



### **SCENARIO**

With rising cost of living, gas prices, etc, the economy has fallen into a recession. You were laid off from your job and you have fallen behind on rent/mortgage. You also got sick, and unfortunately are without health insurance. After three months of using your savings, you find yourself on the brink of being unhoused. You were able to find a spot at a local temporary shelter, however, you can only bring one bag. You will need to leave your partner and or pet behind - as this is only one spot at the local shelter. You need to re-think what's in your backpack.

**1**

Discuss with the group which items did you removed from your backpack and why? Did you swap anything out?

**2**

How do you feel about having to leave your partner or pet?

# SANTA ANA CASE STUDY

Orange County 2019



## STATS CENSUS 2019

### Population Count: 332,794

- 77.96% Latine 259,000
- Poverty rate 15.7
- Median Household Income \$70,084
- Median Age of Resident 33.2 years
- Home Property Value \$558,400
- Employed population 164,241



## COUNCIL MEETING LINK INITIATIVE IN 2019

On October 1, 2019, City Manager, Kristine Ridge provided an overview of homelessness in Santa Ana and introduced a homeless strategic plan that includes a four-step action plan with a focus on four core areas: Clean, Outreach, Housing, and Communication. To view a copy of the City Council Homeless Presentation, click here:

<https://www.youtube.com/watch?v=Laog0Q2LSaU>

### #1 Coordination of Response

Centralized City of Santa Ana Homelessness services Dashboard with real time count & beds available and there is a dedicated team

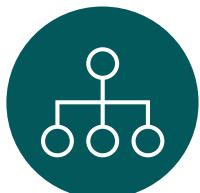


## SANTA ANA QUALITY OF LIFE TEAM (QOLT)

To increase efficiencies and enhance customer service, a multi-disciplinary team consisting of various city Santa Ana departments and non-government groups have joined together to create the Quality Of Life Team (QOLT). The formation of the QOLT has both increased efficiency in addressing quality of life issues and improved response times. QOLT was formed as a 30 day pilot in January 2018, and due to its success has been an ongoing effort by the City of Santa Ana.

<https://www.santa-ana.org/HomelessData>

- May, 2019 Highest Enrollment = 191 individuals
- April, 2021 Lowest Enrollment = 51 individuals,
  - (many guests were moved to Project Room Key during the COVID outbreak)



## SERVICES NEEDED REFERRAL STRUCTURE

In order to ensure a seamless and efficient referral process for the LINK, the City of Santa Ana has accepted referrals from its Emergency Solutions Grant's partners. These partners include the Santa Ana PD HEART Team, Mercy House and in the onset of the project CityNet and Illumination Foundation. The Orange County Health Care Agency accompanies the Santa Ana Police Department HEART team to provide mental health outreach and engagement to individuals who are at risk or struggling with homelessness, mental health, and/or substance use problems.

# CORONA CASE STUDY

Riverside County 2022



## 2022 DEMOGRAPHICS

### Population Count: 168,164

- 48.24% Latino 81,116
- Families Below Poverty 9.5%
- Median Household Income \$88,434
- Median Age of Resident years 34.8
- 49,485 Households; 40,171 Families
- Employed population 91.56%



## HOMELESS SOLUTIONS PROGRAM

The Plan was developed through a community-wide effort. The key components of the plan include:

- Robust Community Engagement Process
- Comprehensive Needs Assessment
- Homeless Cost Impact Analysis
- Analysis of Best Practices and Models

On May 27, 2020, the Corona City Council conducted a Homeless Strategic Plan Study Session. Community Stakeholders from faith-based organizations, community-based organizations, representatives from the County of Riverside, and Corona residents provided valuable feedback to City Council during the study session. As a result of this highly collaborative process, the Corona City Council made some important decisions regarding the development of emergency shelters, supportive services, expanded outreach, and permanent supportive housing. These decisions will ultimately improve the quality of life for the homeless as well as businesses and residents in the City of Corona.

<https://www.coronaca.gov/government/departments-divisions/city-manager-s-office/homeless-solutions>

Program Update from 4/2021:

<https://www.coronaca.gov/home/showpublisheddocument/21200/637713473243130000>

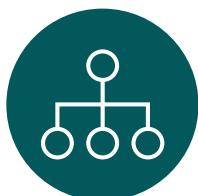


## HOTELS INTO HOUSING

Riverside County and the city of Corona want to turn a vacant hotel off the 91 Freeway into 52 units of supportive housing for homeless people. Money to convert the former Ayres Lodge & Suites Corona West property on Frontage Road into Vista Dorada was part of \$181 million in Homekey funding announced by Gov. Gavin Newsom's office Tuesday, March 15. The county is getting \$12 million for the project through Homekey, a state program giving grants to local governments for homeless housing.

ABC7 News Story:

<https://abc7.com/california-homekey-program-inland-empire-homeless-housing-state-funding-programs-for-homelessness/11660107/>



## FORUM ON HOMELESSNESS

Hosted by the City of Riverside, this one-day invitational gathering provided a first-ever, participatory opportunity for 80 elected officials, city managers and chief administrative officers, sheriffs and police chiefs, and homeless services administrators, to learn, share, and network to advance effective solutions to the challenge of homelessness in the region.

- What strategies work
- What other agencies are doing
- Gathering resources
- Funding sources
- How to connect people across the region
- What we can do to help each other

<https://www.riversideca.gov/homelesssolutions/forum-homelessness>

# PANEL: SOLUTIONS TO MEETING THE HOUSING NEED FOR SUBGROUPS



**CHARITY CHANDLER-COLE**  
**CEO, CASA/LA**

Charity Chandler-Cole is the CEO of CASA/LA, Court Appointed Special Advocates for youth in Foster Care. Born and raised in Los Angeles and having harshly endured its child welfare and juvenile justice systems, she has spent over a decade helping to influence and impact social structures, policies and systems that have negatively and disproportionately impacted and oppressed foster youth and vulnerable communities. Charity works passionately to address the issues and challenges plaguing our communities, women and youth and uses her powerful story of redemption and triumph to inspire people under the mantra, "If Charity can do it, then so can I." Charity believes strongly in changing the narrative and outcomes surrounding system impacted individuals and uses her many platforms to engage, educate, develop and empower people from all walks of life to be change agents, visionaries, and successful agents of society, regardless of their upbringing or past. In addition to leading CASA/LA Charity serves in several highly impactful positions, including her role as Commissioner with LA County Children & Families, where she is co-chair of its Racial Justice Committee, and is currently pursuing her Doctorate's Degree in Educational Leadership for Social Justice at her Alma mater, Loyola Marymount University.

# PANEL: SOLUTIONS TO MEETING THE HOUSING NEED FOR SUBGROUPS



**MARINA TORRES**  
**Federal Prosecutor**  
**Candidate, Los Angeles City Attorney**

As a federal prosecutor and first-generation Latina who worked for President Obama, Marina Torres represents the American Dream. Growing up with incarcerated family members, her personal and professional experiences have given her a greater understanding of the justice system and the important role it plays in serving the people in our community. She understands the importance of providing access and opportunities to working class communities and how the government, when working for the people, can change lives. Marina's experiences have shaped her values - of justice, of fairness, and on fighting for what's right.

# PANEL: SOLUTIONS TO MEETING THE HOUSING NEED FOR SUBGROUPS



**BRITTANY WALKER**  
**CEO, Butterfly's Haven**

Brittany Walker is a proud single mother of four loving children and founder of Butterfly's Haven. Seven years ago, she was homeless - living on the street with her children after escaping her abuser. She experienced unimaginable challenges and faced the harsh realities of living without safety and shelter for herself and her children during this time. It was then that she dedicated her life's work is to empower survivors and tackle the intractable issues that plague her community, women, and children - just like her. She worked as a Case Manager and a Housing Navigator for several shelters while running and operating a Mothers Support Group called Mothers Strengthening Mothers. She also obtained her Human Resources Certification from Loyola Marymount University. With a passionate desire to continue serving her community, she opened Butterfly's Haven. Butterfly's Haven is more than shared housing; it is a place to call home. She curates support with kindness and harness the power of community to manifest a safe space for unhoused women and children to champion long-term self-sufficiency and achieve their wildest dreams. At Butterfly's Haven, they are a family. As living proof that we can all be victorious, she excited to share this opportunity and grow a robust and powerful network of women with unlimited potential.

# EXERCISE



Considering what you learned today, and applying the information from Case Study #1, propose a practical approach to serve vulnerable residents in your district who are experiencing homelessness, either on a localized, state, or federal level.



## GUIDING QUESTIONS

- As the person with the backpack, you would have a menu of choices available. Do you think that's sufficient to expect individual to find their resources on their own - or do we look critically at the menu being offered and need to adjust?
- Looking through a statewide lens and regional lens, do you think we should do anything differently (consider federal approach as well)? Is the status quo enough or do we need to demand change?
- How do we best leverage solutions and approaches today, understanding there are unique challenges?

# SOLUTIONS



## EMERGENCY SHELTER

These facilities are often the first-place people turn to during or after experiencing an economic or domestic crisis. Emergency shelters provide support services and short-term stabilization for individuals and families before finding appropriate housing that meets their long-term needs.



## TRANSITIONAL SHELTERS

Transitional shelters are a program that provides temporary residence, ranging from six to 24 months for people experiencing homelessness. It is often referred to as a "transitional" or "interim" shelter. Transitional shelters typically include supportive services to improve employability, to further help individuals obtain permanent housing as quickly as possible.



## TURN KEY

Project Roomkey gives people who are experiencing homelessness and are recovering from COVID-19 or have been exposed to COVID-19 a place to recuperate and properly quarantine outside of a hospital. It also provides a safe place for isolation for people who are experiencing homelessness and at high risk for medical complications should they become infected.

The Project Roomkey and Rehousing Strategy is designed to quickly provide dedicated resources to ensure Project Roomkey units remain online through the continued public health emergency and that homelessness is non-recurring. Project Roomkey units are intended to be temporary, emergency shelter options, while also serving as a pathway to permanent housing.

### Eligibility/For Whom

CDSS recommends prioritizing this extremely scarce resource in a manner consistent with state and federal public health guidance, and FEMA Reimbursement Eligibility Criteria, for people experiencing homelessness which includes people who have tested positive for COVID 19, have been exposed to COVID 19, or are "high risk" of health complications.

# SOLUTIONS

## FEDERAL HOUSING ASSITANCE



Federal housing programs are one of the most successful housing-based solutions to reduce homelessness. The two largest federal housing programs are public housing and federal housing vouchers, known as Housing Choice Vouchers or Section 8 vouchers. Housing vouchers allow low-income households to rent modest market-rate housing of their choice and provide a flexible subsidy that adjusts with the family's income over time. Studies show that public housing and federal housing vouchers are highly successful at reducing family homelessness and in ensuring that these families remain stably housed out of the shelter system.

## PERMANET SUPPORTIVE HOUSING



The supportive housing model combines affordable housing assistance with vital support services for individuals living with mental illness, HIV/AIDS or other serious health problems. Moreover, numerous research studies have shown that permanent supportive housing costs less than other forms of emergency and institutional care. The landmark 1990 City-State “New York/New York Agreement,” which has been renewed twice, is the premier example of a permanent supportive housing initiative that successfully reduced homelessness in New York City and saved taxpayer dollars that would otherwise have been spent on costly shelters and hospitalizations.

The yearly tab, for example, for one chronically homeless individual on the streets averages \$100,759. The study determined that those costs could be cut in half if the individual is living in Supportive Housing. The study also showed that if all chronically homeless individuals in Orange County were provided with Supportive Housing, the overall savings could reach \$42 million annually. This is inclusive of the cost of rent and supportive services.

# SOLUTIONS

## HOUSING FIRST



The “housing first” approach involves moving long-term street homeless individuals — the majority of whom are living with mental illness, substance abuse disorders and other serious health problems — directly into subsidized housing and then linking them to support services, either on-site or in the community. Research studies have found that the majority of long-term street homeless people moved into “housing first” apartments remain stably housed and experience significant improvements in their health problems. Much like permanent supportive housing, the “housing first” approach is far less costly than emergency and institutional care, such as shelters, hospitals and correctional facilities.

## RAPID RE-HOUSING (RRH)



RRH is a housing model which aids individuals and/or families find a home of their own as quickly as possible. It is a housing first solution for non-chronic homelessness where individuals or families rent an apartment of their own and are provided temporary community support services which can include case management and time-limited financial assistance, with the goal to bring them quickly out of homelessness.

## PERMANENT SUPPORTIVE HOUSING (PSH)



Permanent Supportive Housing (PSH) is a program designed to provide housing and supportive services on a long-term basis to formerly chronically homeless\* people. These are individuals who have a diagnosed disability and who have been continuously homeless for one year or more. For a significant number of homeless Americans with physical or mental disabilities, long-term homelessness can only be addressed by providing permanent housing combined with intensive supportive services. PSH provides safe and stable housing environments with flexible and voluntary services.

## FEDERAL PROGRAM -SECTION 8



This program offers tenant-based assistance subsidized by the Federal government. Participants find their own rental housing in the open market, and pay a portion of their income towards rent. The Los Angeles County Development Authority subsidizes the balance of the monthly rent in direct payments to the owner through funding received by the U.S. Department of Housing and Urban Development.

# SOLUTIONS

## CA Welcome Home A Proposal by F3



### CALIFORNIA WELCOME HOME A PROPOSED APPROACH TO ADDRESS HOMELESSNESS IN LA COUNTY

[Click here for full proposal](#)

We propose a practical approach in the California Welcome Home program to serve a vulnerable population who present with both immediate issues of necessity (food, shelter, clothing, and medical care) as well as diverse social and support services (mental health, substance abuse, job training and placement, reentry services for post-conviction release, and transitioning foster youth) to aid in their long-term successful transition to permanent affordable housing.<sup>2</sup> California should turn to the military bases (both current and decommissioned) within the state of California to serve the homeless population. The infrastructure of military bases, as well as the logistical expertise of military leadership serving at home and abroad, offer constructive solutions for a strategic three-year and phased approach to transition the unhoused population of Los Angeles County to affordable housing.



The military is currently serving in the United States Allies Welcome response to the overnight infusion of 120,000 Afghanistan refugees on military bases across the United States and responsible for all aspects of their necessities as well as issues of societal transition (in close cooperation and coordination with supplemental non-profit programs and local charities).

We can draw upon those invaluable lessons as we turn to serve a population half the size with our state based resources in the following ways:

- 1) California based military installations and base housing infrastructure;
- 2) military leadership and logistical expertise in serving in all manner of conditions, specifically their organizational, management, and expertise in standing up housing, food services, medical care, field hospitals, and critical infrastructures; and
- 3) the current number of military reserve and National Guard troops is 58,444<sup>3</sup> who can be deployed to serve as a critical response to this state emergency in a support and compassionate service role (similar to hurricane and flooding responses).



# F3 FIVE FEARLESS FEMALES

The Squad



AMANDA M. BETTINELLI



CASSANDRA CHASE



MAGGIE RONAN



MAYRA SALAZAR



SHIRLEY VILCA

# PHOTOGRAPHY CREDIT



**JONATHON DEPRIEST**  
**@jonnythecreator**

Jonathon Depriest was born and raised in Dallas, Texas, and currently resides in Los Angeles, California. He is a 2020 graduate of Full Sail University where he obtained his Bachelor of Science in Film. Jonathon works as a freelance photographer and videographer. He helps clients promote their multimedia campaigns, social media strategies and personal branding. He uses his camera to find the extraordinary in the ordinary.

# ACKNOWLEDGMENTS

Thank  
you!

**The Fearless Females (Amanda, Cassandra, Maggie, Shirley, and Mayra) extend our gratitude and appreciation to everyone who contributed to the successful completion of this project. We hope the information provided was valuable and trust that we will continue to collaborate together to support solutions to end homelessness.**