

The City of Los Angeles **Recovery Plan**

State and Local Fiscal Recovery Funds

2022 Report

The City of Los Angeles
2022 Recovery Plan

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GENERAL OVERVIEW

Executive Summary

The City of Los Angeles (City) is using its \$1.28 billion award of American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds (SLFRF) consistent with the goals of the program by addressing the negative economic and health impacts of the pandemic, in a way that allows the City to act as an engine for equity, targeting disadvantaged and traditionally underserved communities. While the City has experienced sufficient revenue loss over the period of the award to justify the use of all SLFRF within the Provision of Government Services expenditure category, we have implemented a multipronged approach that supports critical government service efforts as well as prioritizes specific projects that highlight uses of the funds within other expenditure categories. This blended approach is intended to address lingering City fiscal impacts, which includes mobilizing the City's entire government to respond to the COVID-19 pandemic while also investing in public programs, amenities, and infrastructure that address the negative economic and health impacts of the pandemic among the City's households, small businesses, and other community entities.

As the City continues to respond to the pandemic and invest in recovery, its use of SLFRF reflects a balance between leveraging the funding to overcome revenue loss for the provision of critical government services to the benefit of all Angelenos and creating a diverse array of initiatives to directly aid disproportionately impacted City residents, small businesses, and other community interests. Of the City's \$1.28 billion award, currently \$1.08 billion or 84.6 percent of total funding has been allocated in support of initiatives that will directly benefit Los Angeles communities. Like the rest of the nation, Angelenos have faced dramatic unemployment and other negative economic impacts, making it difficult to pay bills and rent. The City's small businesses and nonprofit organizations have similarly struggled to regain footing from the pandemic's long endured disruptions and the costs of transition to safer workplace environments. More broadly, the City's most financially precarious and traditionally underserved communities continue to recover from the pandemic's acutely felt economic impacts. Across these communities, preexisting disparities in terms of public health, neighborhood stability, and economic access were made all the worse by the compounding effects of the pandemic and its toll on mental and physical health, access to goods and services, and disruptions in school, recreation, and social patterns that are critical to maintaining community sustainability and cohesion.

In addition to responding to the immediate negative public health and economic impacts, the City's SLFRF-funded initiatives are also being designed to help alleviate historic inequities and barriers to services and assistance that exacerbated the pandemic's negative impacts across so many of the City's communities. As further detailed in the sections to follow, the City has developed and executed each stand-alone SLFRF-funded initiative to expand public services and deliver critical assistance to disadvantaged communities. This approach is aligned with the City's Executive Directive on Racial Equity in City Government (Executive Directive 27)¹, which was enacted a few months into the City's initial "Safer at Home" order and in the wake of demonstrations for racial justice in June 2020 prior to the City receiving its SLFRF. In summary, the City's approach is helping drive equity and inclusion at the center of policymaking relative to the use of SLFRF and other government action.

¹ https://www.lamayor.org/mayor_garcetti_s_executive_directives

City Approach to Investing Coronavirus Fiscal Recovery Funding

The City's initial response to the pandemic was focused on preventing and mitigating the spread of COVID-19 through various safety measures including contact tracing, purchasing of personal protective equipment, testing, cleaning, ventilation improvements in congregate settings, and vaccinations. The City also focused heavily on protecting its most vulnerable unhoused population with unprecedented efforts to move them off the streets and into permanent or temporary housing with services and amenities that were consistent with federal guidelines to mitigate COVID-19 transmission. Over this past fiscal year, the City began to fully launch its efforts to address the public health and negative economic impacts of the pandemic with the support of its SLFRF allocation.

In all, the City's SLFRF investment is advancing the following four policy areas as means of its continued response to the pandemic and recovery from its negative community impacts:

- 1) Support to the local business community to jumpstart economic recovery and counter the financial and workforce impacts of the pandemic including the hard-hit City tourism industry
- 2) Direct support to communities navigating the negative economic impacts of the pandemic (job loss, access to meals, and inconsistent or nonexistent childcare)
- 3) Increased access to clean and accessible recreational spaces and parks
- 4) Supporting the continued provision of everyday government services by using revenue replacement to fund eligible services impacted in departments including, for example, its libraries, fire, and transportation departments.

To date, the City's use of SLFRF has translated into several stand-alone project and program initiatives aligned with the above City aims and U.S. Treasury expenditure category goals and requirements. We summarize, these initiatives below and detail their relevant pandemic response scopes, goals, and equity and performance metrics, in the sections that follow.

Supporting Small Businesses and Local Economic Recovery (Corresponding U.S. Treasury Expenditure Category (EC) #2 – Negative Economic Impact):

The City is using SLFRF to fund several programs through its Economic and Workforce and Economic Development (EWDD) that are aimed at supporting small businesses including the provision of SLFRF grants for small business operations, rent, training, and other business resumption and transition costs. In so doing, particular priority is being afforded to small businesses in communities that were disproportionately impacted negatively by the pandemic based on preexisting economic vulnerabilities and disadvantages.

In addition to these direct supports to businesses, the City pursued a national marketing campaign to bring visitors back to Los Angeles and assist with the recovery of the tourism, hospitality, and restaurant industries. Tourism is a major revenue source for the City of Los Angeles and its businesses. In 2018-2019, the City generated \$319 million through the collection of transient occupancy tax revenues alone. This amount dropped to \$110 million in 2020-21 because of the pandemic.² The tourism industry was among the hardest hit by the devastating impacts of the pandemic with the City losing more than \$13 billion in tourist spending because of the coronavirus

² City of Los Angeles, Office of the City Administrative Officer website: <https://cao.lacity.org/budget22-23/Revenue/>

outbreak.³ A key indicator of the City's tourism industry is passenger traffic for Los Angeles International Airport (LAX). In 2021, 40.0 million domestic passengers traveled through LAX, an increase of 79 percent from 2020. However, domestic passenger traffic at LAX remains 35.8 percent below 2019 levels.

Direct Support to Communities through Senior Meals, Job Training for Older Workers, and Affordable Childcare (Corresponding U.S Treasury EC #2 – Negative Economic Impact):

Los Angeles is a diverse community of over 4 million citizens with diverse needs. Immediate areas of direct need in impacted communities included access to meals and job training for older adults, and childcare services for working parents. Los Angeles has the nation's second largest city population of citizens over 65 years old.⁴ Indeed, in 2018, of the estimated 1,382,293 households in the City of Los Angeles, 29.2 percent included one or more people aged 60+ years old. Of the 129,936 households that receive food stamps, 22.4 percent were households with at least one older adult aged 60+ years old.⁵ The City is using SLFRF to extend its senior meals program and congregate meals program. Both programs provide meals to older adults, many of whom are low-income and nutritionally at-risk.

The needs of the senior population are further compounded by those facing homelessness. Older adults are the fastest and largest growing cohort among people experiencing homelessness and require immediate and appropriate interventions to ensure that they are not chronically unhoused.

Towards this effort, the SLFRF have allowed us to support the Older Worker Employment Program (OWEP). The OWEP provides part-time, on-the-job training for older adults experiencing homelessness or at risk of experiencing homelessness. The goal of the program is to identify and recruit older adults experiencing homelessness to place them in training opportunities, connect them to various social services, and help them transition into unsubsidized employment. Securing or maintaining employment is a crucial step toward recovery from the financial hardships caused by COVID-19.

Additionally, SLFRF supported the City's effort in the redevelopment and operation of licensed preschool centers serving Qualified Census Tracts (QCT).⁶ The pandemic highlighted a lack of safe, reliable, and affordable childcare. Childcare options are often plagued by long waitlists, ballooning costs, and safety concerns. High-quality childcare is nearly inaccessible for many families, especially those experiencing material hardships. With school closures during COVID-19, children required supervision throughout the day forcing parents to consider childcare arrangements that may not best align with the needs of their family.⁷ The City has prioritized the reopening and operation of licensed preschool centers within QCTs to support families by providing more options for consistent access to childcare for children ages two to five years old. The City will site these programs at previously shuttered childcare locations, allowing the City to open doors, ensuring that communities will have more childcare options in the future. The benefit of this program is multigenerational with both parents and children benefiting from access.

³ L.A. tourism officials see heavy coronavirus costs - Los Angeles Times (latimes.com)

⁴ The Top 100 Cities in the U.S. by Number of Seniors - SeniorCare.com (2017)

⁵ City of Los Angeles Department of Aging (PSA 25) Four-Year Area Plan on Aging

⁶ A Qualified Census Tract (QCT) is any census tract (or equivalent geographic area defined by the Census Bureau) in which at least 50% of households have an income less than 60% of the area median gross income

⁷ American Academy of Pediatrics, Pediatrics Perspective Childcare During the COVID-19 Pandemic: A Bad Situation Made Worse, Volume 147, Issue 3, March 2021

Increased Access to Clean and Accessible Recreational Spaces (Corresponding U.S. Treasury ECs #1 – Public Health & EC #2 – Negative Economic Impact):

While “Safer at Home” orders became a necessary strategy to ensure the health and safety of Angelenos during the pandemic, the closure of parks disrupted important opportunities for recreation, community gatherings, and youth activity. Access to clean and open public recreational spaces has long been an important means for improving the quality of life of Los Angeles communities but particularly in lower-income communities with limited investment in other recreational amenities. During the pandemic, park closures have negatively impacted the maintenance of the City’s parks and recreational facilities, delayed planned investments for expanding amenities, and above all, negatively impacted the ability of the City’s most vulnerable communities to have access to park space for more organized recreational, youth, and social activities.

In response, the City is investing a sizable portion of its SLFRF to make improvements and renovations to parks, green spaces, and recreational facilities. In all, SLFRF is funding 74 park and recreation center projects, including the upgrading or creation of swimming pools, playground equipment, walking trails, and other recreational and support facilities and open space. Moreover, nearly all these investments are situated in public parks that service disproportionately impacted neighborhoods as envisioned by the U.S. Treasury’s policy aims for the use of SLFRF to invest in the improvement of public health and safety outcomes in such vulnerable communities.

Additionally, the City is using SLFRF funds to provide recreational space in low-income communities with limited access to parks and green spaces through an initiative that hosts “pop-up play events” for children living within QCTs. These events will promote strong and healthy communities by investing in features that give disproportionately impacted neighborhoods a cohesive and interactive outdoor event, free of charge and open to all participants.

Provision of Government Services Spaces (Corresponding U.S Treasury EC #6 – Revenue Replacement):

The City of Los Angeles experienced a \$1.1 billion revenue gap in 2020–21 (FY21) because of the pandemic and faces a still uncertain revenue recovery in 2021–22 (FY22) and beyond. Using a portion of SLFRF to replace lost revenue for both fiscal years and fund supporting government services across several departments has allowed the City to balance the budget in both FY21 and FY22 without drawing on reserves or deficit borrowing. This has been crucial to the recovery of the City. The City has supported salaries in six departments through this expenditure category for approximately \$937.2 million. These departments provide necessary public and administrative services that support the City’s continued responsiveness to pandemic recovery and community needs.

Promoting Equitable Outcomes

Advancing equity is a core priority of the City’s management and policy making processes. In line with the goals of the SLFRF program, the City has prioritized use of these funds to address systemic public health and economic challenges that contributed to the unequal impact of the pandemic on certain populations and exacerbated many preexisting vulnerabilities among the City’s historically underserved and disadvantaged communities and populations. In this, the City sees the use of its SLFRF as an engine for helping drive an equitable recovery from the pandemic throughout our communities. Set forth in more detail below, achieving this aim is a function not only of the City having overarching goals for equitable outcomes in the use of its SLFRF but also

in allowing for City departments to be able to establish goals and related processes and outcome metrics for promoting and advancing equity in a manner that fits the unique aspects of their respective SLFRF-funded initiatives.

Overarching Equitable Outcome Goals

In full, the City's aim is to leverage SLFRF to help overcome historical barriers to government assistance and help create pathways for those most negatively impacted from the pandemic to benefit now from the aid and services enabled using this funding.

As a large city characterized by its diversity across many criteria—economic, ethnic, immigration status, native language, age, and ability, to name a few—the City of Los Angeles has many historically underserved, marginalized, or adversely affected communities, including several in which a majority of households are below 60 percent of the median income or exceed 25 percent or more of the federal poverty community average. The City is committed to providing equitable access to pandemic recovery assistance for households, small businesses, and other community interests in these communities across the current range of the City's SLFRF-funded aid programs to small businesses and households, early learning centers, and park and recreational amenities. Looking ahead, the City will continue its commitment to using its SLFRF as a driver of equitable outcomes with additional investments in broadband, digital inclusion, small business expansion, workforce training, improved neighborhood transit mobility, utility assistance; all of which are expected to come online as active programs in the coming year.

Awareness

City departments reporting on SLFRF expenditures are using various marketing and public outreach efforts to disseminate information regarding available pandemic recovery assistance to targeted residents and businesses and; specially to intended beneficiaries in the most impacted communities. In Departments using SLFRF in aid programs are pursuing a variety of approaches and partnerships to target hard-to-reach populations with language and technology barriers.

As new intended aid programs continue to be developed targeting evolving pandemic recovery needs among households and businesses, departments will develop their own tailored outreach strategies and approaches to reach impacted and disproportionately impacted community members. Generally, many of these projects will distribute information across diverse mediums such as digital and social media, direct email, and announcements from the Mayor and City Councilmembers.

Additionally, the City has a network of 99 Neighborhood Councils, elected advisory bodies who advocate for their communities with the City on local community and Citywide issues and who serve as a direct line of information to community members on City services.

Lastly, the City will continue to partner with community-based media outlets and organizations that primarily serve vulnerable populations.

Access and Distribution

The City is committed to both recognizing and breaking down the many barriers to services that our diverse population may face. Age, mobility, language, financial condition, education level, housed-status, comfort with government, and so many more elements can impact an individual's ability or willingness to seek or access services.

As such, SLFRF-funded assistance programs are being designed to identify and reach vulnerable populations and distribute information, application assistance, and actual aid in an equitable manner. Among current and planned projects these efforts include use of bilingual case management and materials to reach broader populations; use of targeted outreach and focused technical assistance to ensure equitable access to services; simplified, non-digital registration options in vulnerable communities; and use of weighted lottery systems to select recipients for economic assistance, mindful of the greater challenges faced by small businesses in underinvested and marginalized communities.

Outcomes

The City's intended outcomes for its current and planned SLFRF initiatives are to identify and reduce gaps in awareness, access, and participation with the aim of reaching universal levels of service. To evaluate these outcomes across various equity dimensions, the City is assisting its departments that are implementing SLFRF initiatives to design processes to navigate and access available data to best target resources, serve communities in need, and address current and historical disparities.

Outcome goals and metrics for current SLFRF-funded initiatives are set forth in the following Program Inventory section. We will track these metrics to evaluate City progress in meeting overarching and project specific outcome goals. Additionally, the City will continuously review findings and feedback and adjust our practices based on project dynamics and changing pandemic recovery needs in our communities to achieve our intended outcomes.

Importantly, among those SLFRF initiatives aligned with U.S. Treasury's "Negative Economic Impacts" Expenditure Category, the main mission of these programs is addressing the disparate negative impacts of the pandemic in historically underserved, marginalized, or adversely affected groups. As such, the main performance outcome of these programs is the ability to meet the City's overarching equity goals for use of SLFRF.

A summation of the equitable outcome goals for these initiatives is below with more exacting outcome metrics for meeting those aims listed in the Project Inventory section for each initiative.

Licensed Preschool Center Investment

In furtherance of equity, the Department of Recreation and Parks (RAP) is working to reopen licensed childcare centers that were previously forced to close due to limited funding.

With the support provided through SLFRF, this program is renovating and reopening 10 licensed preschool centers that had been formerly closed in QCT neighborhoods that have no or limited access to affordable licensed preschools. RAP's licensed childcare program provides an opportunity for parents in these communities to continue their employment and/or seek new employment opportunities. RAP's childcare program will provide a safe haven with professional licensed staff who will offer a host of activities that will stimulate child growth. In addition, full-day healthy nutrition is provided to all youth participants who may not have access to the same quality nutrition at home.

Specifically, this program is targeting parents and children that reside in low-income neighborhoods and/or meet the California Department of Education's eligibility requirements for subsidized childcare. By opening centers in these underserved communities, this program provides low-income families access to licensed preschool centers, allowing parents to continue

or obtain employment while providing safe early childhood education opportunities for their children.

Public Park Improvements

The City's investment of SLFRF into public park space is informed by the City's overarching commitment to equitable access to parks and other recreational space. More specifically, the City's Executive Directive on Achieving Park Equity drives the City's priority focus of assuring investment in parks and open space in underserved communities, including rehabilitation and enhancement efforts for parks and recreation centers located in or near QCTs and other low- and moderate-income (LMI) census tracts.

In furtherance of this Citywide priority, RAP's Recreation and Park Improvements Program prioritizes existing facilities that serve LMI communities and areas identified in RAP's Strategic Plan as having moderate to very high park needs. According to RAP's Strategic Plan, "nearly 7 in 10 L.A. residents live in areas of high or very high park need. Geographic disparities in park need exist throughout the City and reflect historic investment patterns and land-use characteristics. These disparities disproportionately impact low-income households and communities of color that would draw tremendous benefits from better access to parks and green space." As such, the City's park space investments, using SLFRF, endeavor to help address this inequity by providing enhancements in park accessibility such as improved lighting and safety renovations, along with recreational amenities, equipment, and other facilities in parks that serve disproportionately impacted and traditionally underserved communities.

Restaurant and Small Business Recovery Program

The Restaurant and Small Business Recovery Program is providing grants to eligible City microenterprises and small businesses to assist in their recovery from business interruptions or closures suffered because of the COVID-19 pandemic. Equitable outcome goals are inherent to the program's purpose. Applicants located in LMI census tracts, as defined by the Department of Housing and Urban Development (HUD), or in census tracts that are disproportionately burdened by, and vulnerable to, multiple socioeconomic factors, are weighted more heavily in the randomized application process. While small businesses and restaurants Citywide have struggled with pandemic disruptions, those businesses in marginalized and underinvested communities tend also to have more limited access to capital and other resources by which to remain resilient to such disruptions and adapt to new business practices and a changing marketplace in the aftermath of the pandemic.

Senior Emergency Meals Program

The Senior Emergency Meals Program is intended to supplement meals for elderly and aging populations (60 and above) who face greater health risk due to COVID-19 and may be limited in their ability to travel or access nutritional foods because of the pandemic. This segment of the City's population is precisely the type of vulnerable population for whom access to nutritious meals is a constant risk that was made more severe by the pandemic. As such, it is another example of an SLFRF-funded project that has equitable outcomes as its central purpose. That said, while eligibility is defined on the basis of persons being 60 and above and a resident in the City of Los Angeles, prioritized outreach, and outcomes for the program center on targeted low-income, homebound seniors who receive services through the City's senior centers. This segment of the City's elderly population faces even higher risk from nutrition access inequity and, as such, is a priority beneficiary focus.

Older Worker Employment Program

The OWEP provides part-time, on-the-job training for eligible older adults experiencing homelessness or at risk of experiencing homelessness. The main mission of the program is the equitable outcome of identifying and recruiting older adults who are unhoused to place them in training opportunities, connect them to various social services, and help them transition into unsubsidized employment that would otherwise evade their access and participation in the private sector—an inequity made all the worse by the pandemic and its restrictions and public health safeguards limiting congregation.

“Play Streets” Community Programming Initiative

Through the Play Streets Program, the City is using SLFRF funds to provide recreational space in low-income communities with limited access to parks and green spaces. Play Streets hosts “pop-up play events” for children living within QCTs to promote strong and healthy communities by investing in features that give disproportionately impacted neighborhoods a cohesive and interactive outdoor event, free of charge and open to all participants.

The pandemic crisis exacerbated the need for public spaces with restricted access to parks and public health orders to cut down on overcrowding. By implementing Play Streets events in marginalized communities of Los Angeles such as Pacoima, Boyle Heights, and Westlake neighborhoods, the program is providing much needed recreational alternative for low-income residents.

Use of Performance Metrics and Evidence

Pursuant to the City’s financial policies and practice, the City incorporates performance considerations throughout its budget process. The City develops strategic plans and measures progress on these plans against published metrics. Thus, measuring results and, when results do not match goals, evaluating alternative approaches that could lead to better outcomes are widespread practices across the City’s many programs.

Therefore, the City is committed to measuring outcomes and evaluating programs, as envisioned by the SLFRF. We describe the use of key performance indicators and other output- and outcome-related metrics among current SLFRF-funded initiatives in the following Project Inventory section for each applicable program. As additional initiatives are developed, we will similarly develop specific measures for tracking and evaluation based on each initiative’s respective aims.

The City employs evidence and studies when creating its projects and programs as part of its normal planning process. At this time, however, none of the current SLFRF-funded initiatives constitutes “evidence-based interventions” as defined in Treasury guidance.

Community Engagement

The City’s growth and recovery depends on our ability to reach and engage with communities, businesses, and key stakeholders. To inform needs and practices, City agencies worked with stakeholders such as advisory groups and community-based organizations to inform new or expanded program design. The City also relied heavily on its strong city council structure and community-level engagement to understand area-specific concerns or needs. We worked through our network of 99 neighborhood councils to receive feedback and amplify opportunities and resources. Departments distributed information about programs on multiple platforms, including

traditional media, social media, the internet, emails, community-based outlets, and networks, the Notify LA emergency alert system, and even paper flyers. Finally, with close to 200 languages spoken in City homes, we conducted outreach in multiple languages. City websites can also be translated into necessary languages to ensure that all communities can access information. Additionally, in support of the City's newly developed grant programs to assist with small business recovery, the City leverages its BusinessSource Centers to provide applicants technical assistance in applying for grant funds, answering questions, and submitting applications.

Labor Practices⁸

The City of Los Angeles maintains high standards in its labor practices. All contractors must provide equal benefits to all employees and their spouses/partners (regardless of gender or sex) and comply with all provisions of the City's Living Wage Ordinance, including paying their employees a minimum "living wage" with health benefits and compensated days off. The "living wage" changes yearly and is updated July 1 of every year. The City also maintains a certification program to promote opportunities for disadvantaged, minority, women, and small, local business owners who want to participate in City contracting projects. Certifications can be based on the characteristics of the business owner (such as minority or women owned), be size based, or allow for local business preference.

⁸ Additional information on standard contracting provisions and labor practices can be found here: [StandardProvisions.pdf \(lacity.org\)](#)

PROJECT INVENTORY

As of June 30, 2022, the City has obligated 94 projects as reported within the SLFRF quarterly project and expenditure reports to the Treasury. The Project Inventory below includes projects and programs with active spending. Appendix A provides a comprehensive view of all projects currently obligated to Treasury dedicating the use of this funding, including projects and programs with active spending and those that have yet to begin.

1 LICENSED PRESCHOOL CENTERS

Project ID: RAP-LPC: Licensed Preschool Centers⁹

Funding Amount: \$20,000,000

Project Expenditure Category: 2.14, Healthy Childhood Environments: Early Learning

Website: <https://www.laparks.org/childcare>

Table 1: Active Licensed Preschool Center Locations and Timeline

Licensed Preschool Centers			
Project Identification Number	Project Name	Expected Repair Completion Date	Tentative Opening
RAP-LPC-BA-PB	Banning Park Child Care	July 2023	July 2023
RAP-LPC-BR-PR	Branford Park Child Care	August 2022	August 2022
RAP-LPC-DW-PD	Downey Child Care	November 2022	November 2022
RAP-LPC-EC-PE	Echo Park Child Care	September 2022	November 2022
RAP-LPC-EV-PG	Evergreen Child Care	October 2022	November 2022
RAP-LPC-HH-PH	Hubert H Humphrey Child Care	October 2022	November 2022
RAP-LPC-PC-RC	Rancho Cienega Child Care (Ira C. Massey)	October 2022	November 2022
RAP-LPC-PN-VN	Van Ness Child Care	October 2022	November 2022
RAP-LPC-PS-SP	South Park Child Care	November 2022	December 2022
RAP-LPC-PV-VV	Victor-Valley Child Care	August 2022	August 2022

Project Overview

The COVID-19 pandemic spotlighted the lack of licensed childcare facilities in the City of Los Angeles as many parents were unable to return to work due to a lack of childcare. As such, the City's RAP department is restoring 10 licensed childcare facilities sited in economically disadvantaged communities that were closed previously due to lack of funding. The program scope will also include operating costs such as purchase of equipment and supplies and hiring and training qualified staff.

All of the programs are sited within or adjacent to neighborhoods where 50 percent or more of the households have incomes below 200 percent of Federal Poverty Levels (FPL) (See Figure #1), including a majority of centers within QCTs (See Figure #2).

⁹ City of LA has consolidated all licensed preschool center projects for annual reporting purposes to outline the overarching performance and equitable goals across the 10 projects.

The childcare program operated by RAP will offer families based in these communities reliable and appropriate care. The activities and curriculum will provide an academic foundation to prepare youth ages two to entry into first grade. The positive outcomes may include parents continuing their employment, youth receiving age-appropriate development and education, youth receiving healthy nutrition (breakfast, lunch, and snack), and program staff providing a safe and clean environment.

Currently, the project is focused on renovation with repairs to conclude August 2022 to July 2023. All licensed preschool centers intend to be operational by July 2023.

Figure 1: Map of Licensed Preschool Center Locations on the percentage of Tracts Below 200 percent Federal Poverty Line

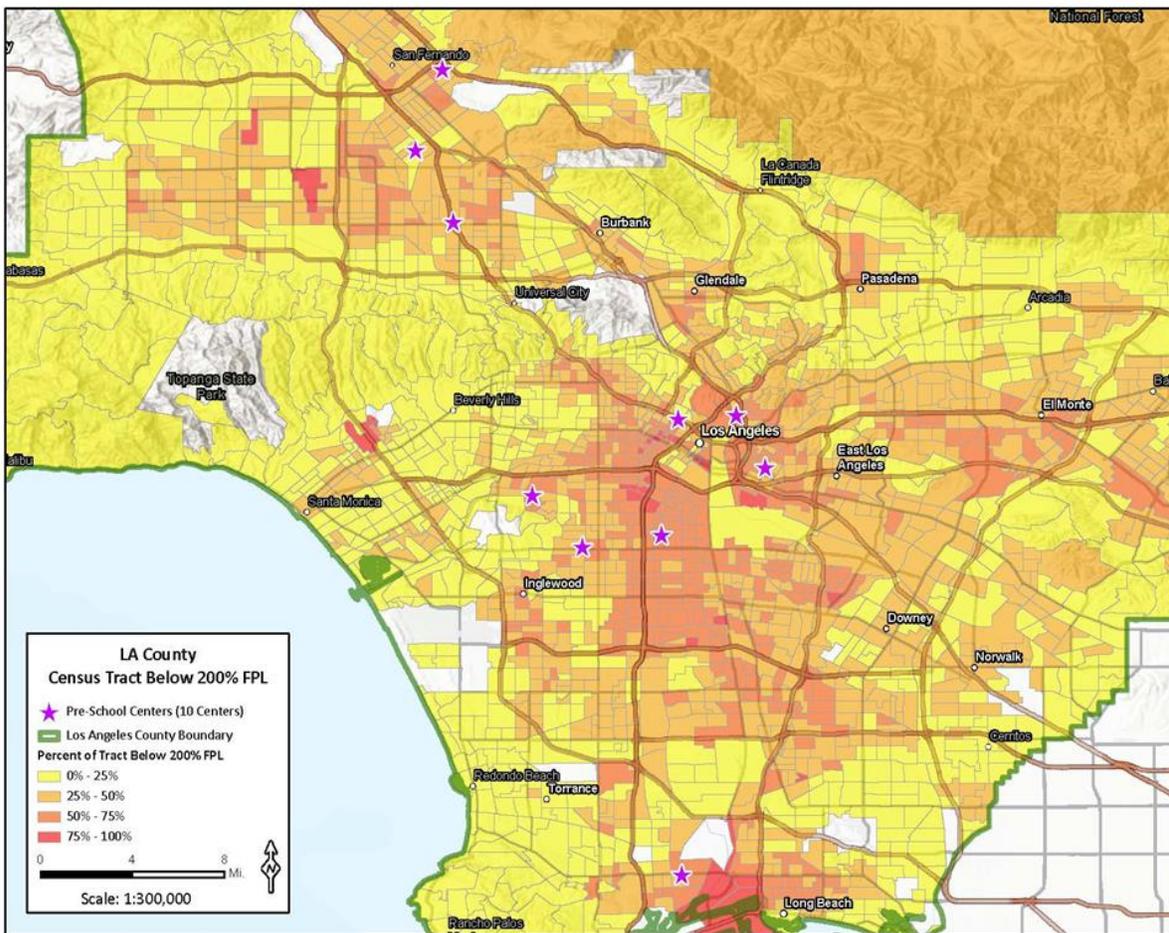


Figure 2: Map of Licensed Preschool Centers Within Qualified Census Tracts



Use of Evidence

- As licensed preschool centers are still undergoing renovation, no evidence-based interventions or program evaluation is being performed at this time.
- Total project spending allocated toward evidence-based interventions: \$0

Equitable Goals and Outcomes

With the reopening of licensed preschool center projects, the City aims to accomplish the following overarching equitable goals:

- Facilities – Renovate and open 10 licensed preschool centers in economically disadvantaged, historically underserved communities that have been identified by the City as having the highest need of childcare services.
- Enrollment – Provide subsidized childcare opportunities to families that qualify based on the California Department of Education’s eligibility requirements for subsidized childcare.

- Opportunity – Increase preschool enrollment in historically underserved/disadvantaged communities.

RAP's intended outcomes as a result of the reopening of the licensed preschool centers this coming year are focused on providing equal access to households based center programming unhindered from barriers on the basis of race, ethnicity, gender, or other inequities. The following equitable outcome metrics will be measured to ensure equitable goals are met:

- Percentage of children/families that qualified for subsidies
- Percentage of children enrolled that reside in a QCT
- Percentage of children enrolled that reside in census tract where 50 percent or more of the population are below the 200 percent Federal Poverty Limit
- Number of centers that are open and operational in disadvantaged neighborhoods
- Demographic breakdown of enrolled children
- Demographic breakdown of residents within X-mile radius of centers.

Performance Goals and Metrics

The childcare centers are currently under development and are not yet enrolling students. The City will track the program goals and, performance, and outcome metrics outlined below as the program goes into operation.

Outputs

Output measures for childcare sites include a focus on staffing, and health and safety compliance.

- Staff Qualifications: Number or percentage of childcare directors and required staff with Children's Center Permit from California Teacher Credentialing office
- Number of childcare centers with a posted emergency plan
- Evidence of monthly emergency drills and corresponding quarterly audits
- Number of sites meeting RAP's quality assurance protocols for outdoor playgrounds.

Additionally, RAP will track the following key performance indicators and adjust as needed to ensure the highest performance possible:

- Number of facilities opened and fully operational
- Number of applications received
- Number of seats created
- Percentage of parents employed or enrolled in education or qualified training upon enrollment (by providing affordable childcare in their community, how many parents were able to go back to/continue to work)

- Number of desired results developmental profile assessments completed by the first 60 days from enrollment date
- Number of desired results developmental profile assessments completed after six months from first assessment
- Number of Early Childhood Environment Rating Scale (ECERS) assessments completed annually
- Number of ages and stages questionnaires completed in the first six weeks of enrollment
- Number of desired results for Children and Families – Parent Surveys received.

Outcomes

Current program outcomes include opening 10 licensed preschool centers in 10 economically disadvantaged communities, with full enrollment and corresponding staffing within one year of program opening. RAP plans to conduct pre- and post-surveys with parents and children to determine efficacy of the program and adjust as necessary. Additionally, RAP will work with city agencies to expand resources and services. As these centers reopen, following outcome goals will be measured:

- Percentage of children performing at appropriate development stage for their age
- Percentage of centers performing at or above industry standard (ECRES, CA Department of Education Parent Survey)
- Percentage of families satisfied to very satisfied with program quality (from Parent Survey).

Mandatory Performance Indicators

Healthy Childhood Environments (EC 2.11–2.14)

Number of children served by childcare and early learning services (preschool/pre-K/ages three to five): 0

2 RECREATION AND PARK IMPROVEMENT PROJECTS¹⁰

Funding amount: \$75,000,000

Project Expenditure Categories: 2.22, Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

1.4 Prevention in Congregate Settings

6.0 Government Services

Website: N/A

In all, the City is investing SLFRF is 74 separate parkland and recreational facility improvements, including 62 projects consistent with EC 2.22; four projects consistent with EC 1.4; and eight projects consistent with EC 6.0. At present the City is reporting spending on the following six from this list of 74 projects:

Table 2: Active Recreation and Park Improvements for Health and Safety Projects

Recreation and Park Improvements for Health and Safety		
Project Identification Number	Project Name	Status
RAP-Improvement-FR	Fremont HS Pool (Bldg. Imp)	Completed less than 50%
RAP-Improvement-GK	Gilbert W Lindsay Community Center	Completed less than 50%
RAP-Improvement-HE	Hermon Park (Restroom)	Completed less than 50%
RAP-Improvement-ML	MacArthur Park (Lights)	Completed 50% or more
RAP-Improvement-QR	Queen Anne Rec Center (Bldg. Imp)	Completed less than 50%
RAP-Improvement-SP	St Andrews Rec Center (Park Imp)	Completed less than 50%

Project Overview

The purpose of this program is to create strong healthy communities by providing clean, renovated, and safe public recreation spaces that target service to disproportionately impacted communities. The City selected the park projects based on highly needed improvements in areas with limited resources. We prioritized projects based on the following criteria:

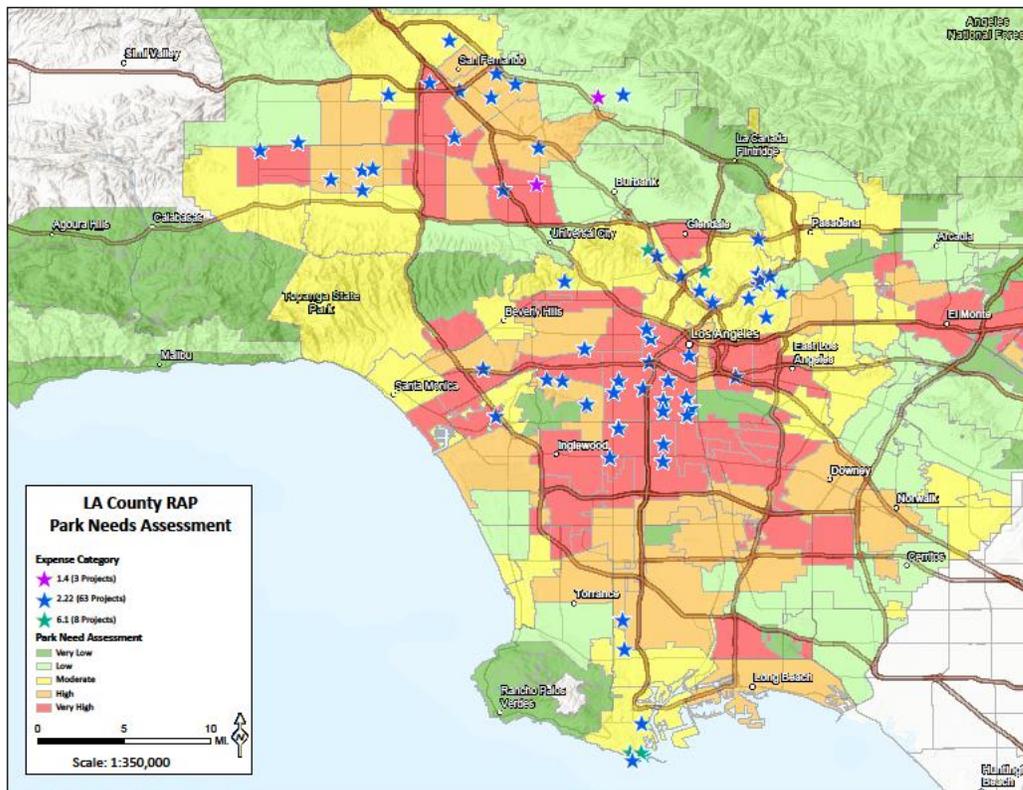
- The park services a community with moderate to very high park need (See Figure #3) highlights the areas of need (High, Medium, Low) according to the LA County Park Needs Assessment.
- The park serves a QCT/low-income community – Using preexisting parameters based on park type (neighborhood/community/regional) and catchment areas (2/5/10 miles), the department determined if a proposed project served a QCT (See Figures #4 and #5).
- Distribution – The program was designed to provide park improvement projects to every council district with low-income neighborhoods throughout the City. By working closely

¹⁰ The City of LA has consolidated all Recreation and Park Improvement projects for annual reporting purposes to outline the overarching performance and equitable goals across the 74 projects reported under Expenditure Categories 2.22, 1.4, and 6.0.

with Councilmembers, RAP identified recreation and park improvement projects in low-income and historically underserved communities within each council district.

By renovating these parks and recreation centers, the City is providing clean and safe indoor and outdoor recreation opportunities for the community to safely congregate, socialize, and be active, improving the physical and mental health outcomes in communities that were disproportionately impacted by the COVID-19 pandemic. We will make improvements to parks, green spaces, recreational facilities, sidewalks, and pedestrian safety features such as crosswalks and streetlights, perform neighborhood cleanups, and conduct other projects to revitalize public spaces. As of June 30, 2022, the City began work on six projects and estimated completion of improvements for all projects will go through 2026.

Figure 3: LA County Park Needs and Recreation and Park Improvement Locations by Expenditure Category



Equitable Goals and Outcomes

RAP published a Park Proud L.A. Strategic Plan for 2018 - 2022, that provided the RAP's vision and goals and established metrics to assess progress. The strategic plan consists of seven priority goals with the following two goals focusing on promoting equitable outcomes:

- **Provide Safe and Accessible Parks:** Lack of park access, particularly in low-income communities, contributes to disparities in health outcomes throughout the City. Regarding SLFRF, while new parks are not being created, this program is creating healthy communities by providing residents in low-income neighborhoods a safe and accessible

place to exercise, play, and congregate by renovating and improving existing indoor and outdoor recreation spaces that service these communities.

- **Offer Affordable and Equitable Recreation Programming:** Park use and participation in recreation programs is found to be disproportionately lower among women, seniors, and underserved communities. While these programs are not funded through SLFRF, the park improvements funded by SLFRF will create renovated and safe spaces in disproportionately impacted communities for these programs to be held. The renovated recreation and park spaces and proximity to low-income neighborhoods encourage program participation in communities that are historically underserved.

The intended outcome of the park improvements is to reach a universal level of service by providing low-income neighborhoods with moderate to very high park needs with much needed recreation and park renovations. Below are the outcomes that we will measure of the selected SLFRF projects.

- Number of census tracts with 50 percent or more of the population below the 200 percent Federal Poverty Limit within a 0.5-mile radius of a newly renovated RAP facility
- Number of RAP improvement projects located within a moderate to very high park need area as defined in the Park Proud LA Strategic Plan for 2018 through 2022
- Number of public transit stops within 0.5 miles of newly renovated park project
- Population and age breakdown of LA City residents with access to a renovated RAP facility (based on 2010 census data) within 0.5 miles
- Household and income breakdown of LA City residents with access to a renovated RAP facility (based on 2010 census data) within 0.5 miles.

RAP identified 74 park and recreation center projects that required amenities to be upgraded or renovations. The large majority (all but four) of projects, selected firstly based on need of renovations and improvements, are situated either within QCTs or are within a QCT service area as established by RAP's existing parameters for park type catchment areas as show in in the following figures.

Figure 4: Map of Recreation and Parks Improvement Locations on percentage of LA County Census Tracts Below 200 percent Federal Poverty Line

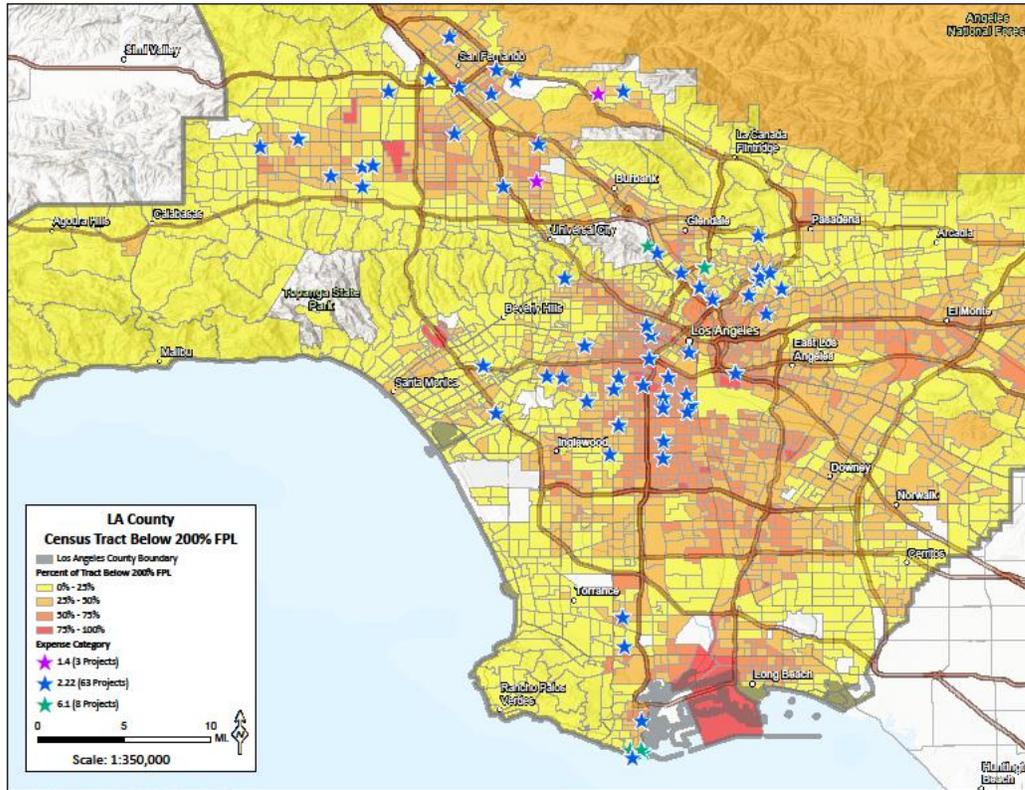
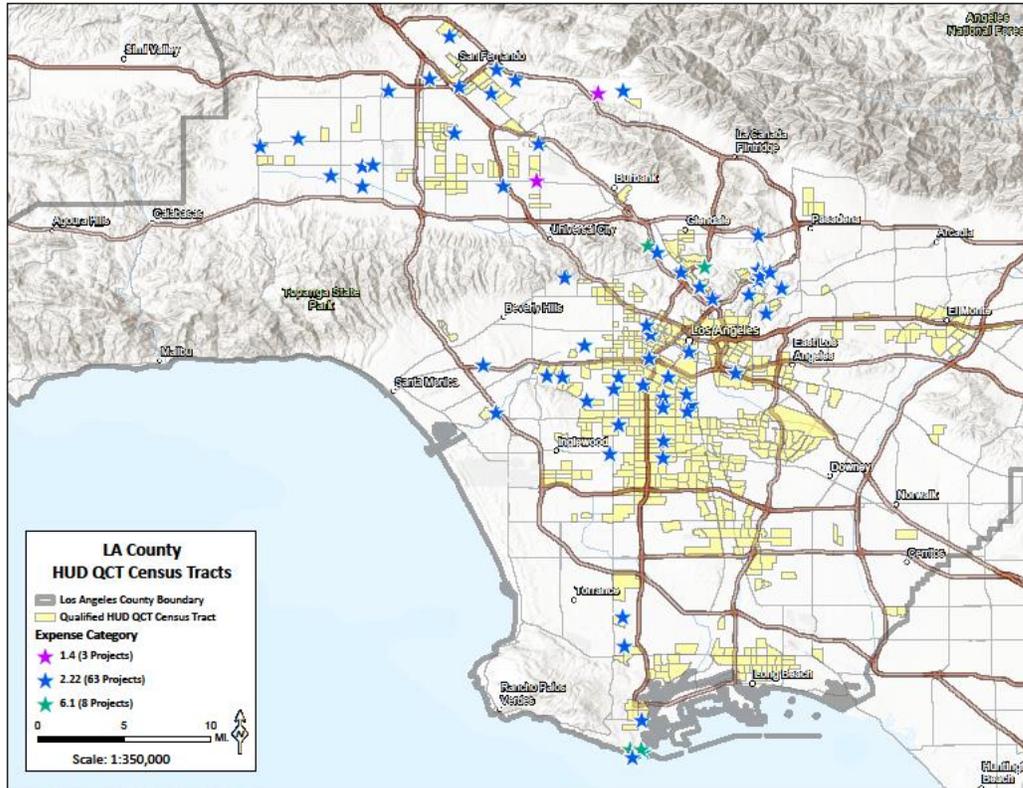


Figure 5: LA County HUD QCT Census Tracts and Recreation and Park Improvement Locations by Expenditure Category



Performance Goals and Metrics

Renovations are currently under development for both Recreation Center Ventilation Improvement Projects and Recreation and Park Improvements for Health and Safety. The City has outlined goals, performance, and outcome metrics that we will use as the program goes into operation with the following goals in mind:

- Provide safe and accessible parks by renovating and improving existing indoor and outdoor recreation spaces
- Offer affordable and equitable recreation programming in newly renovated spaces.

Since obligating the project as of March 31, 2021, the City has completed upgrading and installation of new park lighting with new light emitting diode (LED) light fixtures at MacArthur Park in Los Angeles, aligning with the aims to provide safe and accessible parks.

Outputs

Output measures for Recreation Center Ventilation Improvements and Recreation and Park Improvement Projects for Health and Safety focus on the following:

- Continued completion of projects as intended to service disproportionately impacted communities
- Increase the number of programs hosted at recently renovated properties within a year of construction completion.

The following are output metrics the City intends to measure:

- Additional number of park and recreation spaces improved
- Number of programs hosted at newly renovated park spaces
- Number of program participants and programs held at newly renovated park spaces.

Outcomes

Renovating and improving recreation and park spaces that service low-income communities create a safe, clean space for organizations and groups to host a variety of programs that benefit those communities.

- Percentage increase of program enrollment at newly renovated park when compared to prior years.

3 RESTAURANT AND SMALL BUSINESS RECOVERY PROGRAM

Project ID: EWDD-01: Restaurant and Small Business Recovery

Funding amount: \$26,914,531

Project Expenditure Category: 2.29, Loans or Grants to Mitigate Financial Hardship

Website: <https://ewddlacity.com/index.php/recovery/comebackla>

Project Overview

The Restaurant and Small Business Recovery Program provided \$5,000 grants referred to as “Comeback Checks” to 5,000 eligible microenterprises and small businesses located and operating in the City that required economic support due to business interruptions or closures suffered because of the COVID-19 pandemic.

Priority was given to businesses located within areas ranking high and highest needs based on economic indicators including but not limited to LMI census tracts, poverty level, and demographic make-up.

Funds can be used for eligible business expenses including but not limited to payroll, commercial rent, utilities, insurance, and adaptive business practices needed to operate the business. The intent of the program is to aid small businesses facing challenges, closures, or revenue loss, and/or to help fund COVID-19 mitigation measures allowing businesses to safely re-open to the public.

The application process started in October 2021 and is projected to disburse the remaining comeback checks by fall of 2022. As of June 30, 2022, approximately 24,500 applications were received.

Equitable Goals and Outcomes

To aid in program accessibility and awareness, the City partnered with BusinessSource Centers to help share information regarding the Restaurant and Small Business Recovery Program. BusinessSource Centers are located throughout the City to provide technical assistance and business support services to impacted small businesses during the application process. Eight of the nine BusinessSource Centers are located within QCTs, targeting disproportionately impacted communities. BusinessSource Centers also conduct outreach and marketing on the comeback checks to further access and awareness. In total the City made information available via the forums below:

- Mayor and Council Offices outreach, especially in target areas
- Social media campaign with Council Offices
- Media kits
- Press releases
- Mayor announcements
- The Economic and Workforce Development website

- BusinessSource Centers.

Additionally, businesses were selected for funding through a weighted lottery process. Businesses based in LMI communities that were not able to take advantage of other public emergency funding sources were provided additional weight. In order to assess success of achieving equitable outcomes, the City will measure:

- Number/percentage of businesses awarded located in LMI census tract
- Geographic breakdown (percentage) of businesses that applied versus businesses that were awarded (depending on what was captured in survey)
- Number/percentage of businesses awarded that are in districts with disadvantaging factors from socioeconomic data composite score
- Total dollar amount of aid distributed by census tract (and total distributed to LMI)
- Number/percentage of businesses that remained open after six months of receiving grant and reside in QCT/LMI.

Performance Goals and Metrics

- The goal of the Restaurant and Small Business Recovery Program is to distribute capital to businesses in low-income census tracts, as defined by HUD.
- Small businesses and restaurants historically struggle with access to capital and COVID-19 created additional vulnerabilities. The Restaurant and Small Business recovery grants supported small businesses disproportionately impacted by the pandemic and are facing challenges, closures, or revenue loss. The recovery grants help fund COVID-19 mitigation measures allowing businesses to safely reopen to the public. During the program eligibility process, an additional priority was given to programs serving QCTs.
- The Restaurant and Small Business Recovery Program has provided \$24.99 million in grant funding to 4,998 small businesses during the current reporting period, with 75 percent being located within the Highest and High need City census tracts. By receiving aid these businesses can in turn fund COVID-19 mitigation measures allowing them to safely re-open to the public, with a large focus on those servicing Highest and High need communities.

The City will measure the performance of this program using the following output and outcome metrics:

Outputs

- Number of applications received
- Number/percentage of approved applications
- Number/percentage of denied applications
- Number/percentage of businesses that remained open after 6 months based on sampling
- Number of businesses referred to BusinessSource Centers

- Number of businesses served by BusinessSource Centers
- Number of businesses served by BusinessSource Centers that received award

Outcomes

- Number/percentage of businesses that remained open after six months based on sampling

4 SENIOR EMERGENCY MEALS PROGRAM – RESTAURANT PROJECT

Project ID: DOA-01: Seniors Meals Program – Restaurant Project

Funding amount: \$10,000,000

Project Expenditure Category: 2.1, Household Assistance: Food Programs

Website: <https://aging.lacity.org/seniormeals>

Project Overview

To lessen food insecurity among seniors, which is often exacerbated by poverty and chronic illness and further complicated by COVID-19, the Department of Aging (DOA) has partnered with Everytable to provide and deliver fresh meals to seniors. This program supplemented the City's existing Congregate and Homebound Meal Program and provided a second meal for eligible seniors..

Participants were required to be 60 or older and live within the City of Los Angeles. They are eligible to receive deliveries of up to two boxed meals per day. The extension of the Senior Emergency Meals Program is planned to operate from February 2022 through June 2023.

Use of Evidence

- No evidence-based interventions or program evaluation is being performed at this time.
- Total project spending allocated toward evidence-based interventions: \$0

Equitable Goals and Outcomes

The program was designed to supplement meals of elderly and aging populations (60 and above) who faced a greater health risk due to COVID-19 and may have been limited in their ability to travel or access nutritional foods because of the pandemic.

Program participants required that persons must be 60 or older and live in the City of Los Angeles. The targeted demographic included low-income, homebound seniors currently receiving services from the DOA's multipurpose senior centers. Much of the program outreach was focused through the multipurpose centers and congregate meal sites.

The senior meal program used a variety of services intended to disseminate information to create awareness about this program. This included:

- Senior Meal Hotline
- DOA website
- Multipurpose centers.

No administrative requirements were in place that could impact an individual's ability to complete an application. Interested applicants were able to apply online or call the meal program hotline to proceed with the simple two-step self-verification process. Applicants had to certify that they met the age eligibility requirements and provide a residence within the City of Los Angeles.

In order to assess the program's success in achieving equitable outcomes, we will measure:

- Percentage of meals delivered to seniors living in census tracts defined by the Social Vulnerability Index (SVI) as highly vulnerable (>0.60), using the Center for Disease Control interactive map and the participant addresses.
- Number/percentage of seniors served within 0.5 miles of a QCT, maintaining and using participants by their address throughout the program period.
- Percentage breakdown of senior by age, based on the date of birth of each applicant.

Performance Goals and Metrics

The program funding is used to extend the existing Senior Meals Program to provide meals to all seniors who apply regardless of race or socioeconomic class. Over this past year, the extension of the Senior Meals Program has served nearly 5,000 participants and delivered 562,000 meals to seniors.

The program sought to:

- Provide nutrition to low-income elderly adults (60 and above) who battle food insecurities caused by financial burdens
- Provide reliable food services to homebound seniors caused by preexisting health issues or concern of health risks associated with COVID-19 exposure
- Eliminate hunger and malnutrition in the City's elderly population and combat COVID-19 deaths and exposure within the elderly population

Outputs

In the future, DOA will be prepared to report on the following output metrics:

- Number of seniors served
- Number of cluster sites delivered to
- Number of meals delivered
- Number of households served
- Number of meals delivered with no issue (as intended).

Outcomes

We have not identified feasible outcome metrics.

5 OLDER WORKER EMPLOYMENT PROGRAM

Project ID: DOA-02: Older Worker Employment Program

Funding amount: \$688,023

Project Expenditure Category: 2.10, Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)

Website: <https://aging.lacity.org/older-adults/employment-training>

Project Overview

The Older Worker Employment Program (OWEP) provides part-time, on-the-job training for eligible older adults experiencing homelessness or at risk of experiencing homelessness. The goal of the program is to identify and recruit older adults experiencing homelessness to place them in job and training opportunities, connect them to various social services, and help them transition into unsubsidized employment.

Of all the U.S. Cities, Los Angeles has the second highest number of seniors in the nation. Homeless older adults are the fastest and largest growing cohort among the homeless community.¹¹ To ensure that older adults facing homelessness do not become chronically homeless, there must be immediate and appropriate interventions. Also, according to a CDC report, around 80 percent of US coronavirus deaths were of people age 65 and older.¹²

With a growing older adult homeless population and high housing prices, more and more of our senior are facing housing challenges, forcing them into congregate living situations on the streets, shelters, or transitional housing. Congregate living increases the chance of COVID transmission, and older adults were disproportionately likely to die if they contracted COVID. The Older Worker Employment Program, which is an annually funded program provided at-risk seniors with a temporary income and a chance to gain job skills that facilitate transition into ongoing stability through permanent, unsubsidized employment.

Use of Evidence

- No evidence-based interventions or program evaluation is being performed at this time.
- Total project spending allocated toward evidence-based interventions: \$0

Equitable Goals and Outcomes

The program aims to provide stability by combating unemployment, homelessness, and depression within elderly adults by identifying and recruiting older adults experiencing homelessness to place them in training opportunities, connect them to various social services, and help them transition into unsubsidized employment.

The DOA increased awareness of this program through:

- Recruitment of unemployed older adults through various shelter partner agencies.

¹¹ A New Study Shows Older Adults Are The Fastest-Growing Population Among People Experiencing Homelessness | LAist

¹² What Share of People Who Have Died of COVID-19 Are 65 and Older – and How Does It Vary By State? | KFF

- Workforce investment opportunity programs.
- WorkSource Centers throughout the City.

Given the goals of the program and the population to be served, the DOA worked closely with known partner organizations and resources to limit administrative requirements and ensure appropriate outreach and support.

DOA employees ensure all eligible program participants receive job training and services geared to their individual needs, experience, and interests. The program offers five different training categories including nutritional, clerical, technical assistance, maintenance, and administrative.

During COVID-19, many in-person services were unavailable. To combat this disruption, the program issued iPads with data service to all enrolled participants. This allowed the program to:

- Conduct daily wellness calls
- Promote any program or service recently made available that would improve participant's quality of life
- Continue distributing wages for participant's who took technology and support training

In future reporting cycles, the following outputs and outcomes will likely be reported:

- Racial demographic breakdown of enrolled seniors
- Percentage BIPOC
- Age demographic breakdown of enrolled seniors
- Percentage/number of seniors enrolled who fall into the following categories:
 - Homeless
 - Veteran
 - Limited English Proficiency (LEP)
 - Frail
- Percentage of BIPOC who've completed the program with employment
- Percentage/number of seniors experiencing homelessness enrolled in the program

Performance Goals and Metrics

Over this past year, the OWEP served 24 participants in their training program, which lasts approximately 18 months or is complete once unsubsidized employment is realized. No participants have completed the full program as of this report, but all are in progress. This program provides seniors with the skills, confidence, and opportunities they need to obtain employment and independence. Additionally, 80 percent of the participants anticipated to complete the program are BIPOC.

The goal of the OWEP is to identify and recruit older adults experiencing homelessness in order to place them in training opportunities, connect them to various social services, and help them transition into unsubsidized employment. The program aims to provide stability by combating unemployment, homelessness, and depression within elderly adults.

The metrics below for both output and outcome are currently under development and will be provided in future reporting.

Outputs

- Number of seniors are currently enrolled in the program
- Number of seniors recruited from various shelter partner agencies

Outcomes

- Percentage of seniors who've completed the program attaining employment
- Percentage of un-/underbanked participants that now access their own banking services following the completion of their training

Mandatory Performance Indicators

Assistance to Unemployed or Underemployed Workers (EC 2.10):

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs

6 PLAY STREETS

Project ID: LADOT-04: Play Streets

Funding amount: \$500,000

Project Expenditure Category: 2.22, Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Website: <https://ladotlivablestreets.org/programs/play-streets>

Project Overview

Play Streets is designed to provide recreational space in low-income communities with limited access to parks and green spaces in. The COVID-19 crisis exacerbated the need for public spaces with restricted access to parks and public health orders to cut down on overcrowding. Implementing Play Streets in marginalized communities of Los Angeles such as Pacoima, Boyle Heights, and Westlake provided a much-needed alternative for low-income residents of Los Angeles.

The Department of Transportation (DOT) will use funding to purchase outdoor play equipment and host “pop-up play events” for children living within QCTs. The intent of this funding is to promote a strong healthy community by investing in features that give these disproportionately impacted neighborhoods a cohesive interactive event, free of charge and open to all participants.

In choosing locations to host these events, DOT identifies historically marginalized communities that are park poor with restricted access to parks and outdoor amenities. The Play Streets Program is community driven, allowing residents the opportunity to choose how streets can be used as public spaces, temporarily, periodically, or permanently.

Equitable Goals and Outcomes

The program aims to create public spaces in marginalized, park poor communities with restricted access to parks and outdoor amenities while cutting down on overcrowding, promoting health, and fostering community growth through the following:

- Increased community cohesion
- Reduction of violence
- Creation of healthy childhood environments within low-income neighborhoods
- An opportunity to gather, interact, and play for disadvantaged communities with limited access to parks and outdoor spaces, leading to stronger communal ties.

A community sponsor nominates a street block for play and leads outreach to neighbors regarding participation including the following:

- Public interaction and on-the-street mapping at busy thoroughfares; community members can plot their streets of choice and give input on what location will and will not work
- Community workshops with local community groups, residents at large, and residents of selected demonstration streets

- Door knocking and flyer distribution
- Event surveys
- Resident interviews.

Participation requires community support and application. SLFRF are used for Play Street events to be held in QCTs chosen throughout the City based on public feedback, interest in participating, and lack of accessible amenities. The City plans to measure equitable goals and outcomes of events through the following criteria:

- Number of events held within QCTs
- Number of events held within 0.5 miles of an LMI neighborhood
- Number of children participating who live in within 0.5 miles of an LMI neighborhood.

LADOT uses a subcontractor with experience implementing Play Streets programs to assist in identifying suitable locations, collecting performance metrics, and coordinating events. To achieve the desired targets intended to produce meaningful equity results, the City will:

- Determine the proper mechanism for an equitable distribution of event locations to ensure various communities have access to the Play Streets Program events
- Explore existing equity-focused programs in Los Angeles and other U.S. cities (for example, the Chicago Play Streets Program prioritizes communities with high childhood obesity indicators to better reach their goal of improving health).

Performance Goals and Metrics

The goal of the Play Streets program is to create public spaces in marginalized, park poor communities with restricted access to parks and outdoor amenities while cutting down on overcrowding, promoting health, and fostering community growth.

The Play Streets Program has hosted two events during the reporting period, both within QCTs or Low-Moderate communities. In total, 285 children (only children were counted) attended these events, further showing this program's opportunity to foster community ties in historically underserved communities.

To assess the success of this program against programs goals, the City will track the following output metrics (we are still assessing feasible outcome metrics):

Outputs

- Number of events held and their location
- Number of children participating
- Number of event hours
- Number of volunteers

Outcomes

To be developed.

7 TOURISM MARKETING CAMPAIGN

Project ID: CTD-01: Tourism Marketing Campaign

Funding amount: \$5,000,000

Project Expenditure Category: 2.35, Aid to Tourism, Travel, or Hospitality

Website: <https://www.discoverlosangeles.com/>

Project Overview

This project focused on a national marketing campaign to assist with the recovery of the tourism, hospitality, and restaurant industries that were hard hit by the negative economic impacts of the COVID-19 pandemic. Travel and tourism were among those industries most dramatically affected, with Oxford Economics projecting that this critical driver of L.A.'s economy would not fully recover until 2024. Specifically, the tourism industry experienced 163,000 lost jobs - nearly one in three across the sector and 43 percent of all job losses in L.A. (CY20); a loss of \$22.6 billion in total business sales representing a decline of 60 percent (CY20).

As the City's official nonprofit destination marketing organization, Los Angeles Tourism and Convention Board (L.A. Tourism) developed a comprehensive promotional strategy to drive travel demand. Combined with LA Tourism's other funds, the City's investment of \$5 million of SLFRF in September 2021 enabled Los Angeles to have a total of \$9.75 million for a national advertising buy of U.S. advertising markets for a Fall campaign—a critical time for the industry's recovery.

Performance Goals & Metrics

This program's goal was to provide Citywide assistance with the recovery of the tourism, hospitality, and restaurant industries following the decline realized due to the pandemic through driving travel demand and visitor spending in Los Angeles. Additionally, L.A. Tourism's website provided information for visitors and to facilitate tourist traffic to different geographic regions in Los Angeles such as Downtown, L.A. Metro, East L.A., Hollywood, South L.A., the Valley, and others.

Outputs

L.A. Tourism was able to run a national advertising campaign for the first time ever, capturing the additional 60 percent of U.S. advertising markets.

Outcomes

The City grant was based on projections showing that a national media buy would significantly increase visitor spending to local businesses as well as hotel revenues and the resulting General Fund contributions from Transient Occupancy Tax (TOT) collections. To quantitatively assess the success of the campaign, L.A. Tourism commissioned Strategic Marketing and Research Insights (SMARI) – a recognized leader in the field of measuring advertising effectiveness – to conduct a comprehensive analysis of the actual economic impacts versus initial projections. SMARI's analysis, combined with key data from Oxford Economics and Smith Travel Research (STR), found that the national ad campaign significantly outperformed the original forecast across all key metrics as follows:

Figure 6: Results of Advertising Campaign Effectiveness

Incrementality	Original Projection		Actual Results		Variance	
	Metric	ROI	Metric	ROI		
Total Visitor Spending	\$1.73 billion	346 to 1	\$2.21 billion	442 to 1	+ \$480 million	+ 28%
LA City Hotel Revenue	\$124.4 million	25 to 1	\$212.7 million	42 to 1	+ \$88.3 million	+ 71%
TOT to General Fund	\$16.2 million	3 to 1	\$25.7 million	5 to 1	+ \$9.5 million	+ 59%

Original Projections (2020) versus Actual Results (2021)

In summary, the City's \$5.0 million ARPA SLFRF investment drove an incremental \$2.2 billion to the Los Angeles local business community, representing \$441 in business sales for every dollar of City investment. In addition, the national ad campaign generated an incremental \$25.7 million in General Fund revenues for an ROI of more than 5:1 or 59 percent more than original projections.

8 ADMINISTRATIVE EXPENSES

Project ID: CAO-01: Administrative Expenses (Federal Compliance / Reporting Consultant)

Funding amount: \$1,200,000

Project Expenditure Category: 7.1, Administrative Expenses

Project Overview

For allocation and reporting of SLFRF, in accordance with Treasury guidance, the City allocated administrative expenses for consultant fees to provide assistance with guidance on the reporting and compliance of these federal funds and helping to alleviate administrative burden on City resources.

Project ID: CAO-02: Administrative Expenses (City Administrator's Office Federal Compliance / Reporting)

Funding amount: \$181,304.80

Project Expenditure Category: 7.1, Administrative Expenses

Project Overview

For allocation and reporting of SLFRF, in accordance with Treasury guidance, administrative expenses were allocated to cover staffing fees within the City of Los Angeles City Administrator's Office (CAO) through 3/31/22 that were associated with the reporting and compliance of these federal funds.

9 PROVISION OF GOVERNMENT SERVICES

Project ID: CAO-03: Government Services

Funding amount: \$317,365,185

Project Expenditure Category: 6.1, Provision of Government Services

Project Overview

The City of Los Angeles experienced a \$1.1 billion revenue gap in 2020–21 (FY21) because of the pandemic and faces a still uncertain revenue recovery in 2021–22 (FY22) and beyond. Using a portion of SLFRF to replace lost revenue for both fiscal years and fund supporting government services across several departments has allowed the City to balance the budget in both FY21 and FY22 without drawing on reserves or deficit borrowing. This has been crucial to the recovery of the City. The City has supported salaries in six departments through this expenditure category for a total of \$937.2 million. These departments provide necessary public and administrative services that support the City’s continued responsiveness to pandemic recovery and community needs. This project represents one of the six Departments reported under revenue replacement including funds allocated to cover \$317,365,185 in sworn police salaries from March 27, 2021, through June 19, 2021. Public safety was a critical government service throughout the pandemic, especially given rising crime rates and social distancing requirements that made community-based support less accessible.

Project ID: CAO-04: Government Services

Funding amount: \$619,830,311.68

Project Expenditure Category: 6.1, Provision of Government Services

Project Overview

The City of Los Angeles experienced a \$1.1 billion revenue gap in 2020–21 (FY21) because of the pandemic and faces a still uncertain revenue recovery in 2021–22 (FY22) and beyond. Using a portion of SLFRF to replace lost revenue for both fiscal years and fund supporting government services across several departments has allowed the City to balance the budget in both FY21 and FY22 without drawing on reserves or deficit borrowing. This has been crucial to the recovery of the City. The City has supported salaries in six departments through this expenditure category for a total of \$937.2 million. These departments provide necessary public and administrative services that support the City’s continued responsiveness to pandemic recovery and community needs. This project represents five of the six Departments reported under revenue replacement including funds allocated to cover \$619.8 million in sworn and civilian Fire, Library, Recreation and Parks, Sanitation, and Department of Transportation salaries from July 1, 2022, through June 30, 2022.

Appendix A - City of L.A. FY 21-22 Comprehensive SLFRF Project Inventory

Department	Expenditure Category	Project ID	Project Name	Funding Amount	Expenditures as of June 30, 2022	Status
City Tourism Department	2.35-Aid to Tourism, Travel, or Hospitality	CTD-01	Marketing for Tourism and Hospitality	\$ 5,000,000.00	\$ 5,000,000.00	Completed
Economic Workforce Development Department	2.29-Loans or Grants to Mitigate Financial Hardship	EWDD-01	Restaurant and Small Business Recovery	\$ 27,108,553.00	\$ 26,466,735.97	Completed more than 50%
		EWDD-03	Jobs and Economic Development Incentives (JEDI) Zone Program Business Assistance	\$ 4,000,000.00	\$ -	Not Started
Recreation and Parks	LICENSED PRESCHOOL CENTERS			\$ 20,000,000.00	\$ 1,757,874.89	Completed less than 50%
	2.11-Healthy Childhood Environments : Child Care	RAP-LPC-BA-PB	Licensed Preschool Centers - Banning Park Child Care	\$ 3,415,375.00	\$ 10,786.30	Completed less than 50%
		RAP-LPC-BR-PR	Licensed Preschool Centers - Branford Park Child Care	\$ 1,481,625.00	\$ 276,474.82	Completed less than 50%
		RAP-LPC-DW-PD	Licensed Preschool Centers - Downey Child Care	\$ 1,366,125.00	\$ 113,161.28	Completed less than 50%
		RAP-LPC-EC-PE	Licensed Preschool Centers - Echo Park Child Care	\$ 1,602,625.00	\$ 88,264.96	Completed less than 50%
		RAP-LPC-EV-PG	Licensed Preschool Centers - Evergreen Child Care	\$ 1,762,125.00	\$ 295,545.63	Completed less than 50%
		RAP-LPC-HH-PH	Licensed Preschool Centers - Hubert H Humphrey Child Care	\$ 1,239,625.00	\$ 4,487.42	Completed less than 50%
		RAP-LPC-PC-RC	Licensed Preschool Centers - Rancho Cienega Child Care	\$ 2,185,625.00	\$ 170,896.30	Completed less than 50%
		RAP-LPC-PN-VN	Licensed Preschool Centers - Van Ness Child Care	\$ 2,064,625.00	\$ 105,658.50	Completed less than 50%
		RAP-LPC-PS-SP	Licensed Preschool Centers - South Park Child Care	\$ 2,474,125.00	\$ 442,542.18	Completed less than 50%

Department	Expenditure Category	Project ID	Project Name	Funding Amount	Expenditures as of June 30, 2022	Status
Recreation and Parks (continued)		RAP-LPC-PV-VV	Licensed Preschool Centers - Victory-Valley Child Care	\$ 2,408,125.00	\$ 250,057.50	Completed less than 50%
	RECREATION AND PARK IMPROVEMENT PROJECTS			\$ 75,000,000.00	\$ 705,237.64	Completed less than 50%
	1.4- Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)	Recreation Center Ventilation Improvements		\$ 1,545,000.00	\$ -	Not Started
		RAP-Improvement-CH	1) Rec Center Ventilation Improvements – Cypress Recreation Center (HVAC)	\$ 515,000.00	\$ -	Not Started
		RAP-Improvement-SV	2) Rec Center Ventilation Improvements – Sunland Park (HVAC)	\$ 515,000.00	\$ -	Not Started
		RAP-Improvement-VH	3) Rec Center Ventilation Improvements – Victory-Vineland Recreation Center (HVAC)	\$ 515,000.00	\$ -	Not Started
	6.0-Provision of Government Services	Rec & Park Imp for Health & Safety		\$ 14,059,500.00	\$ -	Not Started
		RAP-Improvement-1A	1) Rec & Park Improvements for Health & Safety - Multiple Facilities - ADA	\$ 2,575,000.00	\$-	Not Started
		RAP-Improvement-2B	2) Rec & Park Imp for Health & Safety - Multiple Facilities - Bleachers	\$ 2,060,000.00	\$-	Not Started
		RAP-Improvement-AF	3) Rec & Park Imp for Health & Safety - Angels Gate Park (Prefab Bldg.)	\$ 360,500.00	\$-	Not Started
		RAP-Improvement-CB	4) Rec & Park Imp for Health & Safety - Cabrillo Marine Aquarium (Bldg. Imp)	\$ 2,060,000.00	\$-	Not Started
		RAP-Improvement-CF	5) Rec & Park Imp for Health & Safety - Cabrillo Beach (Prefab Bldg.)	\$ 2,060,000.00	\$ -	Not Started
		RAP-Improvement-GF	6) Rec & Park Imp for Health & Safety - Griffith Park (Prefab Bldg.)	\$ 2,575,000.00	\$ -	Not Started

Department	Expenditure Category	Project ID	Project Name	Funding Amount	Expenditures as of June 30, 2022	Status	
Recreation and Parks (continued)		RAP-Improvement-GL	7) Rec & Park Imp for Health & Safety - Glassell Park (Lights)	\$ 2,060,000.00	\$ -	Not Started	
		RAP-Improvement-GM	8) Rec & Park Imp for Health & Safety - Glassell Park (Roof)	\$ 309,000.00	\$ -	Not Started	
	2.22-Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	Park Improvements for Community Health and Safety			\$ 59,395,500.00	\$ 705,237.64	Completed less than 50%
		RAP-Improvement-AG	1) Rec & Park Imp for Health & Safety -Arroyo Seco Ave 60 Park (Playground)	\$ 566,500.00	\$ -	Not Started	
		RAP-Improvement-AP	2) Rec & Park Imp for Health & Safety - Anderson Memorial Senior Center (Playground)	\$ 772,500.00	\$ -	Not Started	
		RAP-Improvement-AY	3) Rec & Park Imp for Health & Safety -Arroyo Seco Ave 64 Park (Playground)	\$ 412,000.00	\$ -	Not Started	
		RAP-Improvement-BB	4) Rec & Park Imp for Health & Safety - Brand Park (Ballfield)	\$ 1,545,000.00	\$ -	Not Started	
		RAP-Improvement-BP	5) Rec & Park Imp for Health & Safety - Baldwin Hills Rec Center (Playground)	\$ 721,000.00	\$ -	Not Started	
		RAP-Improvement-CL	6) Rec & Park Imp for Health & Safety - Culver/Slauson Park (Lights)	\$ 257,500.00	\$ -	Not Started	
		RAP-Improvement-CP	7) Rec & Park Imp for Health & Safety - Cypress Rec Center (Playground)	\$ 515,000.00	\$ -	Not Started	
		RAP-Improvement-DB	8) Rec & Park Imp for Health & Safety - Denker Rec Center (Ballfield)	\$ 1,854,000.00	\$ -	Not Started	
		RAP-Improvement-EG	9) Rec & Park Imp for Health & Safety - El Sereno North Park (Playground)	\$ 515,000.00	\$ -	Not Started	
		2.22-Strong Healthy	RAP-Improvement-EO	10) Rec & Park Imp for Health & Safety - Exposition Park Garden (Site Imp)	\$ 2,060,000.00	\$ -	Not Started

Department	Expenditure Category	Project ID	Project Name	Funding Amount	Expenditures as of June 30, 2022	Status
Recreation and Parks (continued)	Communities: Neighborhood Features that Promote Health and Safety (continued)	RAP-Improvement-EP	11) Rec & Park Imp for Health & Safety - Eagle Rock Rec Center (Playground)	\$ 824,000.00	\$ -	Not Started
		RAP-Improvement-ER	12) Rec & Park Imp for Health & Safety - Ernest E Debs Regional Park (Restroom)	\$ 1,545,000.00	\$ -	Not Started
		RAP-Improvement-EY	13) Rec & Park Imp for Health & Safety - El Sereno Rec Center (Playground)	\$ 515,000.00	\$ -	Not Started
		RAP-Improvement-FL	14) Rec & Park Imp for Health & Safety - Fred Roberts Rec Center (Lights)	\$ 257,500.00	\$ -	Not Started
		RAP-Improvement-FR	15) Rec & Park Imp for Health & Safety - Fremont HS Pool (Bldg. Imp)	\$ 1,030,000.00	\$ 5,813.88	Completed less than 50%
		RAP-Improvement-GG	16) Rec & Park Imp for Health & Safety - Green Meadows Rec Center (Playground)	\$ 669,500.00	\$ -	Not Started
		RAP-Improvement-GK	17) Rec & Park Imp for Health & Safety - Gilbert W Lindsay Community Center (Park Imp)	\$ 824,000.00	\$ 3,190.76	Completed less than 50%
		RAP-Improvement-GP	18) Rec & Park Imp for Health & Safety - Glenhurst Park (Playground)	\$ 360,500.00	\$ -	Not Started
		RAP-Improvement-GS	19) Rec & Park Imp for Health & Safety - Granada Hills Rec Center (Pool)	\$ 1,030,000.00	\$ -	Not Started
		RAP-Improvement-HE	20) Rec & Park Imp for Health & Safety - Hermon Park (Restroom)	\$ 772,500.00	\$ 2,961.22	Completed less than 50%
		Recreation and Parks (continued)	2.22-Strong Healthy Communities: Neighborhood Features that Promote	RAP-Improvement-HG	21) Rec & Park Imp for Health & Safety - Harbor City Park (Playground)	\$ 746,750.00
RAP-Improvement-HL	22) Rec & Park Imp for Health & Safety - Hubert H			\$ 772,500.00	\$ -	Not Started

Department	Expenditure Category	Project ID	Project Name	Funding Amount	Expenditures as of June 30, 2022	Status
Recreation and Parks (continued)	Health and Safety (continued)		Humphrey Memorial Park (Lights)			
		RAP-Improvement-HO	23) Rec & Park Imp for Health & Safety - Hansen Dam Rec Area (Site Imp)	\$ 206,000.00	\$ -	Not Started
		RAP-Improvement-HP	24) Rec & Park Imp for Health & Safety - Highland Park Rec Center (Playground)	\$ 875,500.00	\$ -	Not Started
		RAP-Improvement-JL	25) Rec & Park Imp for Health & Safety - Jackie Tatum/Harvard Rec Center (Lights)	\$ 2,060,000.00	\$ -	Not Started
		RAP-Improvement-JO	26) Rec & Park Imp for Health & Safety - James Slauson Rec Center (Park Imp)	\$ 515,000.00	\$ -	Not Started
		RAP-Improvement-JP	27) Rec & Park Imp for Health & Safety - Jesse Owens Mini-Park (Playground)	\$ 824,000.00	\$ -	Not Started
		RAP-Improvement-JR	28) Rec & Park Imp for Health & Safety - Jackie Tatum/Harvard Rec Center (Bldg. Imp)	\$ 309,000.00	\$ -	Not Started
		RAP-Improvement-LE	29) Rec & Park Imp for Health & Safety - Leimert Plaza (Restroom)	\$ 1,236,000.00	\$ -	Not Started
		RAP-Improvement-LL	30) Rec & Park Imp for Health & Safety - Louise Park (Lights)	\$ 1,442,000.00	\$ -	Not Started
	2.22-Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	RAP-Improvement-LO	31) Rec & Park Imp for Health & Safety - Lafayette Park (Park Imp)	\$ 1,442,000.00	\$ -	Not Started
		RAP-Improvement-LP	32) Rec & Park Imp for Health & Safety - Laurel Grove Park (Playground)	\$ 1,545,000.00	\$ -	Not Started
		RAP-Improvement-LR	33) Rec & Park Imp for Health & Safety - Lanark Park (Restroom)	\$ 772,500.00	\$ -	Not Started

Department	Expenditure Category	Project ID	Project Name	Funding Amount	Expenditures as of June 30, 2022	Status
Recreation and Parks (continued)	2.22-Strong Healthy Communities: Neighborhood Features that Promote Health and Safety (continued)	RAP-Improvement-MK	34) Rec & Park Imp for Health & Safety - Martin Luther King Jr Park (Park Imp)	\$ 412,000.00	\$ -	Not Started
		RAP-Improvement-ML	35) Rec & Park Imp for Health & Safety - MacArthur Park (Lights)	\$ 515,000.00	\$ 507,136.00	Completed 50% or more
		RAP-Improvement-NB	36) Rec & Park Imp for Health & Safety - Normandale Rec Center (Ballfield)	\$ 1,545,000.00	\$ -	Not Started
		RAP-Improvement-NR	37) Rec & Park Imp for Health & Safety - North Atwater Park (Restroom)	\$ 772,500.00	\$ -	Not Started
		RAP-Improvement-PB	38) Rec & Park Imp for Health & Safety - Panorama City Rec Center (Ballfield)	\$ 1,545,000.00	\$ -	Not Started
		RAP-Improvement-PD	39) Rec & Park Imp for Health & Safety - Point Fermin-Wilders (Site Imp)	\$ 1,236,000.00	\$ -	Not Started
		RAP-Improvement-PO	40) Rec & Park Imp for Health & Safety - Palms Rec Center (Site Imp)	\$ 309,000.00	\$ -	Not Started
		RAP-Improvement-PP	41) Rec & Park Imp for Health & Safety - LAPD Swat Officer Randal D Simmons (Playground)	\$ 1,545,000.00	\$ -	Not Started
		RAP-Improvement-QL	42) Rec & Park Imp for Health & Safety - Queen Anne Rec Center (Lights)	\$ 875,500.00	\$ -	Not Started
		RAP-Improvement-QR	43) Rec & Park Imp for Health & Safety - Queen Anne Rec Center (Bldg. Imp)	\$ 458,350.00	\$ 176,700.00	Completed less than 50%
		RAP-Improvement-RD	44) Rec & Park Imp for Health & Safety - Ross Snyder Rec Center (Park Imp)	\$ 417,150.00	\$ -	Not Started
		RAP-Improvement-RE	45) Rec & Park Imp for Health & Safety - Runyon Canyon (Restroom)	\$ 824,000.00	\$ -	Not Started

Department	Expenditure Category	Project ID	Project Name	Funding Amount	Expenditures as of June 30, 2022	Status
Recreation and Parks (continued)	2.22-Strong Healthy Communities: Neighborhood Features that Promote Health and Safety (continued)	RAP-Improvement-RG	46) Rec & Park Imp for Health & Safety - Ritchie Valens Park (Lights)	\$ 339,900.00	\$ -	Not Started
		RAP-Improvement-RI	47) Rec & Park Imp for Health & Safety - Rio De Los Angeles State Park (Lights)	\$ 1,545,000.00	\$ -	Not Started
		RAP-Improvement-RL	48) Rec & Park Imp for Health & Safety - Rancho Cienega Sports Complex (Lights)	\$ 1,545,000.00	\$ -	Not Started
		RAP-Improvement-RO	49) Rec & Park Imp for Health & Safety - Rio De Los Angeles State Park (Ballfield)	\$ 1,030,000.00	\$ -	Not Started
		RAP-Improvement-RP	50) Rec & Park Imp for Health & Safety - Ramon D Garcia Rec Center (Playground)	\$ 566,500.00	\$ -	Not Started
		RAP-Improvement-RR	51) Rec & Park Imp for Health & Safety - Ritchie Valens Park (Restroom)	\$ 772,500.00	\$ -	Not Started
		RAP-Improvement-RY	52) Rec & Park Imp for Health & Safety - Roger W Jessup Park (Playground)	\$ 762,200.00	\$ -	Not Started
		RAP-Improvement-SB	53) Rec & Park Imp for Health & Safety - Sepulveda Basin (Ballfield)	\$ 1,293,200.00	\$ -	Not Started
		RAP-Improvement-SE	54) Rec & Park Imp for Health & Safety - Sylmar Park (Restroom)	\$ 618,000.00	\$ -	Not Started
		RAP-Improvement-SH	55) Rec & Park Imp for Health & Safety - South Park Rec Center (Bldg. Imp)	\$ 1,133,000.00	\$ -	Not Started
		RAP-Improvement-SL	56) Rec & Park Imp for Health & Safety - Sun Valley Rec Center (Lights)	\$ 2,060,000.00	\$ -	Not Started
		RAP-Improvement-SP	57) Rec & Park Imp for Health & Safety - St Andrews Rec Center (Park Imp)	\$ 2,060,000.00	\$ 9,435.78	Completed less than 50%

Department	Expenditure Category	Project ID	Project Name	Funding Amount	Expenditures as of June 30, 2022	Status
		RAP-Improvement-SR	58) Rec & Park Imp for Health & Safety - San Julian Park (Restroom)	\$ 515,000.00	\$ -	Not Started
		RAP-Improvement-TL	59) Rec & Park Imp for Health & Safety - Toberman Rec Center (Lights)	\$ 772,500.00	\$ -	Not Started
		RAP-Improvement-TO	60) Rec & Park Imp for Health & Safety - Trinity Rec Center (Site Imp)	\$ 824,000.00	\$ -	Not Started
		RAP-Improvement-VS	61) Rec & Park Imp for Health & Safety - Verdugo Hills Pool (Pool)	\$ 1,133,000.00	\$ -	Not Started
		RAP-Improvement-WL	62) Rec & Park Imp for Health & Safety - Winnetka Rec Center (Lights)	\$ 1,957,000.00	\$ -	Not Started
		RAP-Improvement-WR	63) Rec & Park Imp for Health & Safety - Winnetka Rec Center (Bldg. Imp)	\$ 221,450.00	\$ -	Not Started
Department of Transportation	2.22-Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	LADOT-04	Play Streets	\$ 500,000.00	\$ 2,062.22	Completed less than 50%
	2.29-Loans or Grants to Mitigate Financial Hardship	LADOT-01	Al Fresco	\$ 1,614,791.00	\$-	Not Started
Department of Aging	2.1-Household Assistance: Food Programs	DOA-01	Emergency Senior Meals Program	\$ 10,000,000.00	\$ 3,491,778.70	Completed less than 50%

Department	Expenditure Category	Project ID	Project Name	Funding Amount	Expenditures as of June 30, 2022	Status
	2.10- Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)	DOA-02	Older Worker Program	\$ 688,023.00	\$ 612,211.75	Completed 50% or more
City Administrative Officer	6.1-Provision of Government Services	Salary Replacement for Multiple Departments				
		CAO-01	Government Services - LAPD Salaries	\$ 317,365,185.00	\$317,365,185.00	Completed
		TBD	Salary replacement for multiple departments	\$ 619,830,311.68	\$619,830,311.68	Completed
	7.1- Administrative Expenses	CAO-01	Administrative Expenses - KPMG	\$ 1,200,000.00	\$ 1,033,598.75	Completed more than 50%
		CAO-02	Administrative Expenses	\$ 181,304.80	\$ 181,304.80	Completed
Total Projects Funded with SLFRF				\$1,082,488,168.00	\$976,446,301.40	