



READY  
TO RISE

# Capacity Building Strategic Plan

A seven-year vision to strengthen the youth development field in Los Angeles County

*Fall 2023*

Prepared By



# Table of Contents

Background	1
Realizing Youth Justice in LA County	2
Our Vision of Youth Justice	3
Wally Marks Leadership Institute	5
Our Strategic Planning Process	5
Setting the Container for Success	6
The Next Phase of Ready to Rise	7
Vision, Purpose, and Goals	8
Our Core Values	9
Racial Justice	10
Telling the Story of R2R	11
The Implementation Team	11
The Programmatic Components	13
Implementation Structures	14
Capacity Building Journey & Touchpoints	15
Phases for R2R Model Grantees	16

# Background

**Ready to Rise** was born from the growing calls and campaigns aimed at diverting public money and policies away from the incarceration and punishment of systems-involved youth, and move toward funding and implementing preventative, community-based programs. Ready to Rise is funded by the **Juvenile Justice Crime Prevention Act (JJCPA)**, passed in 2001, which sends California state funds to each of the participating 56 counties in California to fund effective programs that prevent and reduce young people's involvement in the criminal justice system. Los Angeles receives around \$30 million a year from JJCPA funds. The monies are administered by the Department of Probation, which also chairs the **Juvenile Justice Coordinating Committee (JJCC)**, the body that determines which programs are allocated funding and how much they each receive.

In 2018 the **Los Angeles County Board of Supervisors** approved a partnership between the **Los Angeles County Probation Department**, the **California Community Foundation (CCF)** and **Liberty Hill Foundation (LHF)** to expedite and facilitate disbursing funds that had gone unspent and, therefore, had not made their way into

the communities most in need. CCF provided grant program funds to 49 grantee organizations to support them in collecting data and evaluating metrics to demonstrate the impact of the grants for youth services and programs. Liberty Hill was tasked with building and implementing a capacity building program for this inaugural cohort that would support the sustainability and growth of each grantee partner.

Between 2019 and 2022, Liberty Hill Foundation's **Youth and Transformative Justice Team** designed and implemented an innovative capacity building program that included organizational coaching and consulting, technical training in small-cohort based settings and full-cohort convenings that facilitated relationship building and peer learning among grantees. In order to create a responsive, flexible and effective capacity building program, Liberty Hill recognized the values of racial justice and honored the strengths and wisdom of the grantee organizations that they partnered with. Liberty Hill also played a pivotal role in leading the team of capacity building providers and ensuring the quality and appropriate scale of the capacity building program.

# Realizing Youth Justice in LA County: Advocacy, Community and Investment

Through Ready to Rise, Liberty Hill's Youth and Transformative Justice Team continues to support the shift away from a decades-long negative and deficits-based approach to youth of color in LA County. The Juvenile Justice Crime Prevention Act (JJCPA) itself centered around reducing youth "delinquency" and identifying youth in need of services as determined by their living in "high-risk" areas and having other factors "that potentially predispose[d] them to participating in criminal activities." Outcomes were to be measured around six specific measures that included arrests, incarcerations and completion of probation among others. ([Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2011–2012 Report](https://www.jstor.org/stable/10.7249/j.ctt5hhtqf.9), 2013, p2, <https://www.jstor.org/stable/10.7249/j.ctt5hhtqf.9>)

For too long such negative narratives have shaped not only the public perception of Black, Brown, Indigenous and working class youth, it also has shaped the policy response to their developmental needs. As such, youth of color are seen as the problem to solve rather than the problem being the systemic barriers of racism and economic injustice that denies youth opportunities for growth, connection, learning and more. Growing research points to the necessity of providing all youth with supports that build upon their strengths and provides academic support, social connections, affirms their cultural values and identities, and allows them to build emotional resilience to solve problems and face challenges.

*Positive Youth Development (PYD) is both a philosophy and a programmatic approach for supporting healthy, productive and engaged youth as they grow into adulthood. The PYD approach rests on the idea that youth with more developmental assets are*

*more likely to enjoy academic success, have greater economic prospects, be more civically engaged and be healthier in the long term.*

—Youth Power 2 Learning and Evaluation  
([www.youthpower.org](http://www.youthpower.org))

Ready to Rise will continue to support community-based organizations (CBOs) to provide these foundational services to young people from a strengths-based framework. We believe young people deserve enrichment activities, healing support, opportunities for relationship and trust building, mentorship, academic support, vocational and work training and more in order for them to reach their fullest potential. A system based on white supremacy and racism approaches youth of color from a defensive stance that emphasizes prevention of crime versus righting the systemic wrongs that deny young people quality education, healthcare, healthy living conditions, safety and more.

Through its focus on strengthening organizations, Ready to Rise is part of a public health, youth development and criminal justice movement in LA County that demands the redirecting of public funds away from incarceration and punishment, and toward healing, justice and liberation. Since Ready to Rise was implemented in 2019, LA County has seen a 67% reduction in youth incarceration (L.A. Probations Institutions Statistics 2019–2021, L.A. County Probation Data, <https://probation.lacounty.gov/data/>). The work of Ready to Rise, both in funding programs and in providing capacity building to the youth development field, exists not only to prevent youth from systems-involvement, but also to provide a safe haven of community support for those youth who are leaving the system of probation and incarceration.





Source: Liberty Hill Foundation

## Our Vision of Youth Justice

Through our Youth and Transformative Justice Work, the Liberty Hill Foundation (LHF) has long played an active role in building and funding the youth justice work of LA County organizations. As a key player in all the anchor coalitions, LHF is at the forefront of advocating for a transformed and justice informed youth development approach at all levels of our society, including government agencies and the private sector.

Liberty Hill Foundation has funded innovative youth community organizing, advocacy and programming for decades. Many LHF grantees were at the forefront of advocating for a more equitable JJCC composition. They fought to have more members with lived experience and knowledge of community services join the committee. This composition shift led to a flip in funding from probation-run programs that received 90% of JJCPA funds to community-based organizations receiving 90% of the funding.

LHF's youth and transformative Justice work centralizes three key goals:

- Shrink the population of systems-involved youth
- Close youth jails and prisons
- Invest dollars directly into the community

LA County has made significant inroads in reducing the youth population in detention facilities, and also building out the needed infrastructure requested by youth advocates and organizers in the *Youth Justice Reimagined* (YJR) report. The YJR report was a collaboration of foundations, government entities, community organizers, service providers, former probation officers and more, in re-imagining a holistic, nuanced and multi-agency approach to youth development.

In addition, the launching of the Department of Youth Development in 2023, and recent votes at the county-level to continue to close down youth detention facilities, align with the Board of Supervisors support of the YJR in particular and, in general, a move toward approaching youth development by centering race equity, healing and transformative justice.

*The Youth Justice Reimagined model is about much more than simply establishing a new county department. It is about a holistic vision that leans on service providers, community stakeholders and youth justice advocates to promote healing, treatment, restorative*



Source: Ready to Rise

*justice, peacebuilders in schools, and significant expansion of diversion and reentry services.*

**—Motion by Supervisors Sheila Kuehl and Holly J. Mitchell, July 13, 2021**

Needless to say, as a county, state and nation, we are still far from the type of systemic change needed to truly embody a transformative justice approach that acknowledges the centuries of racism and injustice that have led to policies and practices that have oppressed Black, Indigenous and people of color (BIOPC). Ready to Rise continues this work by not only increasing the capacity of service providers to be the source of youth development programming, but also by amplifying the ability of providers to advocate for funding and services most beneficial to youth. The work must continue at the policy level, the private foundation level, and in strengthening the organizational and field capacity of community based organizations that have the expertise and sweat equity needed to transform our institutions.

Meanwhile, the public debate around incarceration and probation continues to shift and evolve. An *LA Times* op-ed, published August 6, 2023, strongly supported the Department of Probation quickly distributing JJCPA funding that has been approved

by the Juvenile Justice Coordinating Committee. The op-ed noted the detrimental impact of delaying the funding of LA County community-based organizations (CBOs), youth organizers, schools and others working to build viable alternatives to incarceration and punishment for young people. The current system of juvenile halls, probation and voluntary probation has shown that not only is it ineffective at preventing the system's involvement of youth, but it often exacerbates the social conditions already in place that push young people into situations with little guidance or support to prevent harm.

Liberty Hill Foundation continues to lead in providing the necessary financial and training investment in the youth development sector in LA County. We also continue to join advocates who demand more accountability from public entities that have been tasked with funding community-based programs, but who continue to deter progress based on antiquated and bureaucratic processes.

Ready to Rise 2.0 builds on the tremendous success of the first iteration of Ready to Rise capacity building, and centers itself in the countywide efforts to create lasting and systemic change in the youth development field.

# Wally Marks Leadership Institute: Centering Relationships in Community and Power Building

Building relationships and trust within the social justice sector in LA County is key to Liberty Hill Foundation's success. In order to build effective networks that can build the community and people power needed for continued systemic change, Liberty Hill Foundation focuses on creating and maintaining communities of learning to share knowledge, experiences and mutual support. Through the **Wally Marks Leadership Institute (WMLI)**, Liberty Hill has built long-lasting relationships with community-based partners that facilitates WMLI's ability to reach and provide technical and leadership training for hundreds of leaders in LA County CBOs.

Liberty Hill has long recognized the importance of training and investing in the rich and diverse community of Los Angeles nonprofits. In order to change policies, tear down the systemic barriers, build up new leadership and maintain strong organizations, community-based organizations must have access to culturally responsive and effective technical training. Through WMLI, Liberty

Hill is able to provide consistent, high-quality and responsive training and support to the social justice sector in general and the youth development field in particular.

Ready to Rise was one of our more significant and successful efforts toward this goal. After the first iteration of R2R, 49 diverse grantees from differing backgrounds and orientations, felt more connected to each other and to a more unified vision of youth development that is rooted in racial justice. LHF emphasized not only the importance of building technical skills, but the absolute necessity to both dismantle oppressive systems and build up alternatives that center care and the humanity of Black and Brown communities.

Liberty Hill Foundation is committed to holding the power of relationships, community voice and representation, and field-building that are central to the continued design and implementation of Ready to Rise.

## Our Strategic Planning Process

To collect the insights and feedback from all the stakeholders that worked on or participated in Ready to Rise, our team reviewed key documents and reports that systematically collected data on the experiences and impact of the Ready to Rise program as a whole and the capacity building program in particular. We used this data to inform our strategic plan for the next phase of the capacity building program.

Stakeholders that were interviewed or consulted in these reference reports included Ready to Rise grantees, the consultant teams that supported them with coaching and technical expertise, external partners who took

part in its creation, and the leadership of Liberty Hill and California community foundations. Data, observations and insights were gathered from the following documents:

- R2R Final Documentary History
- Ready to Rise 2022 Cumulative Report, Imoyase Community Services
- Los Angeles County *Youth Justice Reimagined*, December 2020
- Final R2R Coaching Report, Destiny Coaching and Consulting
- Lessons collected in retreat and reflection spaces

# Setting the Container for Success: What Worked?

Several program components of Ready to Rise worked together to create a program that felt unified, integrated, and effective in meeting the capacity building and technical training needs of grantees. Elements that we aim to replicate and strengthen in the next iteration include:

- A commitment to race equity at the core of the program design and all capacity building offerings
- Consistent, open, respectful communication and working relationships between CCF and Liberty Hill Foundation leadership, consultant teams and grantees
- A strengths-based approach that recognizes and honors community wisdom
- Flexible and responsive capacity building programming that responds to the changing conditions on the ground that impact grantees' program delivery and well-being (e.g., COVID-19 pandemic, racial justice uprisings, etc.)

Feedback from the grantees named three essential program components that were the most impactful for Ready to Rise grantees and that we plan to continue:

- *Organizational Coaching* — each of the 49 Ready to Rise grantees was matched with a Destiny Coaching and Consulting coach. Destiny Coaches had deep ties to the communities that grantees most focused on: Black, Brown, Indigenous, People of Color, LGBTQ, formerly incarcerated, youth based and immigrant rights based.
- *Cohort-wide Convenings* — each quarter we offered cohort-wide convenings that focused on increasing the skills and awareness of grantees in the fields of fund development, the LA County youth development field, organizational culture, race equity, and data and evaluation. Convenings were interactive and participatory, and centered on building relationships among grantees to facilitate peer-to-peer learning.

- *Training Tracks* — our expert partners provided training and coaching in the fields of strategic planning, fund development, communications, and data and evaluation. Grantees participated in small cohort-based groups that engaged in monthly workshops in which they learned skills and were given tools to practice and implement them in their respective organizations. Grantees also had access to coaching hours. Contractors included Revolve Impact, ChangeRaisers and Special Services Group.

Areas of growth and new components that will improve our program delivery include:

- **Creating an advisory board** of grantees and partners to shape and design the capacity building program and offerings in the most relevant and respectful way possible.
- **Integrating all program offerings** in a more intentional way, including managing the dosage of services and touch points for each grantee. Program components will complement each other and organizational size and capacity will help determine the scope of each organization's participation.
- **Facilitating grantee experience** with accessible sources of information. We plan to create two such resources: 1) an R2R Program Navigator staff position, and 2) a grantee portal where grantees can access all pertinent and timely information they need.

We will go into more detail of planned programmatic components, including the ones listed above, later in the report.





Source: Ready to Rise

## The Next Phase of Ready to Rise: Our Seven-Year Vision for Strengthening the Field of Youth Development

Although LA County continues, albeit slowly, to move toward building out a sustainable and responsive youth development infrastructure, it is clear that Ready to Rise funding via the JJCC will continue to be an important source of capacity building support for the youth development field in the county. As such, Liberty Hill Foundation is committed to its long-term involvement in Ready to Rise and plans to apply for the full seven-year contracting timeline as established by the JJCC in 2022.

We have seen the positive impact of consistent commitment and planning when it comes to building out a program meant to build up community resources, skills and sustainability. Even over the last three years of building Ready to Rise with our community partners, we were able to implement changes based on the valuable lessons we learned year to year, therefore making the program more and more responsive and effective.

In addition, having a consistent presence and work relationship with R2R grantees and the community as a whole leads to trust and relationship building — a

key component to building impactful programs in the broader youth-development ecosystem.

In seven years we envision:

- LA County has an established and robust Department of Youth Development that will be able to lead, design and coordinate the youth development work, resources and infrastructure called for in *Youth Justice Reimagined*.
- Liberty Hill Foundation continues to support the popularization of the R2R model and of innovative frameworks, including racial justice, healing justice, transformative justice, restorative practices and more in collaboration with our youth justice partners. In addition, we continue the necessary support that organizations need to strengthen their organizational infrastructure, including but not limited to board development, data and evaluation systems, communications plans, leadership development, fund development and more.
- Over 10 years of Ready to Rise, LHF, along with our partners at CCF, will have served and worked with over 150 youth development service providers, youth advocates and community organizers to support the goals of YJR and LHF's Youth Justice and Transformation Program.

# Our Purpose



## Vision

We envision a society that centers a community-raised generation and supports youth with all they need to live healthy and fulfilled lives.



## Mission

Through organizational connection and training rooted in social justice, Ready to Rise capacity building will cultivate a thriving nonprofit youth development ecosystem that centers the needs of Black and Brown youth.

# Our Goals



## Field-Building

To build a robust network of youth-serving organizations that understand the multi-layered youth development field in LA County including the work of peer R2R cohort members and allied organizations.



## Organizational

To build a robust network of youth-serving organizations that understand the multi-layered youth development field in LA County including the work of peer R2R cohort members and allied organizations.



## Organizational

To provide culturally respectful and responsive capacity building programming that is co-created and tailored to the size and needs of each organization.



## Individual

To support individual staff with professional development and personal wellness to ensure long-term sustainability and growth in their work.



# Our Core Values



## Racial Justice

We strive to undo the harmful impacts of racism, white supremacy and settler colonialism on our communities and land.



## Agency

We center the voices of the most impacted, in particular BIPOC, LGBTQI and women in what and how we deliver capacity building.



## Care

We strive for a world where youth always have someone looking out for them.



## Sustainability

We believe in training and support that builds the long-term organizational, financial, and social health of youth-serving organizations and agencies.



## Investment

We believe in the investment of time, resources, training, funding, infrastructure building and connection for nonprofits and institutions working to nourish and care for youth.



## Liberatory Institutions

We strive to build institutions that center equity, health and investment in youth and their families.



## Collaboration

All partners maintain holistic, respectful, open and collaborative work relationships.



## Strengths-Based

We believe capacity building must honor, respect and build off of the unique strengths and wealth of knowledge of our community partners.

# Racial Justice: The Anchor For Our Healing, Transformational and Liberatory Work

Liberty Hill's commitment to racial, economic and gender justice lies at the core of all of our work, including Ready to Rise capacity building. During Ready to Rise's first iteration in 2019, even before the shocking murder of George Floyd that sparked renewed attention to police brutality, we decided that understanding and centering a racial justice framework was foundational to our R2R capacity building work. Liberty Hill Foundation firmly believes that a field focused on positive youth development must see Black and Brown youth in particular, as worthy of our care, attention and investment. At the same time, service providers, youth advocates and government agencies must understand that it is a system of racism and white supremacy, not the youth, that is the problem that needs to be fixed.

At the Liberty Hill Foundation we have bold conversations about white supremacy habits, anti-Black racism and settler colonialism, and how that shows up in the field, policy and funding. During the inaugural pilot program of R2R we supported our capacity building partners to design and implement a race equity series of convenings. We offered a historical and political analysis on the mass incarceration of our Black and Brown youth to give our grantee partners common language to explore the dynamics impacting the communities they serve. We had to be very deliberate about talking to grantees with different political orientations, while not shying away from difficult conversations. We were clear from the beginning that capacity building shouldn't be just about technical skills, but a development of a progressive consciousness that would allow grantees to come together to transform a broken system.

In addition, this approach to racial justice allows us to center the strengths and wisdom of organizations that are often led by people of color and whose practices have not always been valued. From a strengths-based, racial justice lens, we can hold space for cultural, ancestral and community approaches to skills building, trust building, and the healing of trauma. Art, mentorship, vocational skills and college preparatory programs can benefit from using racial justice as a liberatory framework. Liberty Hill is committed to validating and affirming the organizations and the programming that will be at the heart of finally providing the support and love our youth of color deserve.

Through the Youth Justice and Transformation work and the Wally Marks Leadership Institute along with our consultant partners, our capacity building program will provide coaching, skills development, all-cohort convenings, and smaller skills-focused workshops in support of this transformative vision rooted in racial justice. Possible topics to explore as a whole Ready to Rise cohort include:

- Healing justice
- Transformative justice
- Restorative practices, including conflict resolution and mediation skills
- Understanding the youth development landscape and the debates that are shaping it



# Telling the Story of R2R as a Model for Healing and Liberation

For the last 30 years, the narrative around crime, punishment and incarceration has significantly shifted. In 1994 under Republican Governor Pete Wilson, California overwhelmingly approved and adapted a sweeping “Three Strikes” law while that same year then-President Bill Clinton, a moderate democrat, also popularized the “Three Strikes and You’re Out” concept on a national scale. The catchy slogan normalized the harsh and cruel punishment of so-called repeat offenders and justified life sentences as a means to greater public safety. Since then, politicians, legislators and the public have come to better understand the racial and economic disparities of these and other laws. Today, debates around incarceration and punishment increasingly include concepts such as positive youth development, transformative justice and abolition.

And still, the narrative shift must continue. Ready to Rise has proven to be a highly effective model for not only an “alternative” to incarceration, but a key component to achieving racial and economic justice. Ready to Rise asserts, backed up by evidence and

data, that investing in young people and investing in the organizations that serve them, leads to safer schools, safer homes and safer streets. Our communications plan centers around popularizing and celebrating the success of individual organizations and the Ready to Rise cohorts as a whole.

We believe that a comprehensive communications plan for Ready to Rise will amplify its reach not only in LA County and all the communities that benefit or could benefit from R2R funding, but also to the state and national stage as a successful example of a publicly funded initiative that holistically meets the needs of youth of color and their families.

## **Our communications goal for R2R is:**

*To promulgate the success of Ready to Rise as a model for meeting the social, emotional, cultural and academic needs of Black, Brown, people of color and working-class youth.*

## The Implementation Team

### **Liberty Hill Foundation’s Youth Justice Team**

The Youth Justice Team will lead and anchor Liberty Hill Foundation in its role as administrator for the Ready to Rise Capacity Building Program. Responsibilities include the stewardship, coordination, design, process building and oversight for the Capacity Building Program. The Liberty Hill Youth Justice Team works in tandem with the California Community Foundation on grantee experience, stakeholder engagement, reporting, overall program design, funding accessibility and public communications.

### **The Wally Marks Leadership Institute (WMLI)**

WMLI lends its expertise as a capacity building institution to inform the design of the Ready to Rise Capacity Building Program. WMLI leads and hosts the group learning and networking components of the Capacity Building Program in partnership with the Youth Justice Team. These components include full group convenings, topical workshops and peer learning spaces, alumni programming and networking events.



Source: Ready to Rise

#### Other Community Partners:

### **California Community Foundation**

California Community Foundation stewards the grantmaking and youth services support components of Ready to Rise. This includes grantee selection, grant administration, programmatic evaluation and youth impact analysis. The California Community Foundation works in tandem with Liberty Hill Youth Justice Team on grantee experience, stakeholder engagement, reporting, overall program design, funding accessibility and public communications.

### **Evaluation Contractors**

The evaluation contractors work closely with Liberty Hill and California Community Foundation to design and implement an evaluation strategy to analyze the impact of the Ready to Rise model on organizations and youth. Evaluator's findings support ongoing education support and course correction as well as reporting activities.

### **Capacity Building Providers**

Capacity building providers are all contractors that are directly involved in providing organizational support to current grantees and other youth development organizations. Services include individual coaching, specialized small group training series, topical co-learning sessions, and public workshops. This can include coaches, technical experts, track leaders and grantee-trainers.

# The Programmatic Components of Ready to Rise Capacity Building

Building off the last iteration of R2R, we plan to implement a program in which all the components are integrated and aligned with the mission and goals of our capacity building program.

The purpose of each component is to ensure that grantees benefit from the technical and coaching

support of Ready to Rise, while receiving such services in a manageable dosage. In addition, our plan not only meets our contractual obligations under the contract administered by the Department of Probation, it also includes capacity building and alumni network support funded by private philanthropy partners.



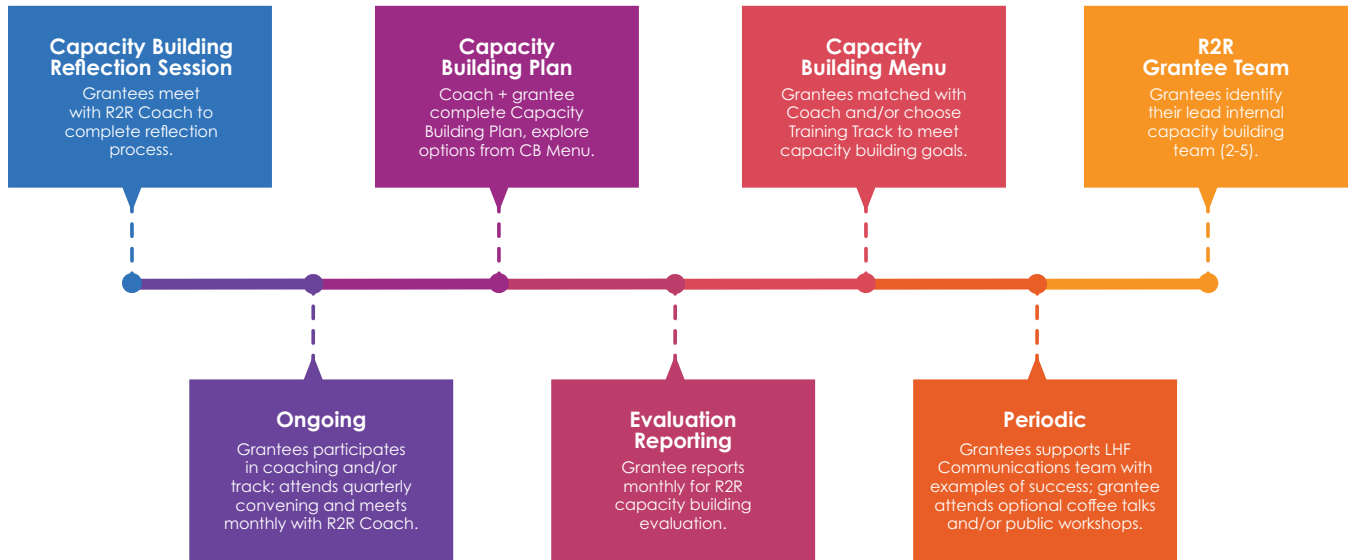
# Implementation Structures: Purpose and Goals for Each Component

Component	Purpose	Goals	Team	Implementation
Organizational Development Coaching*	To support grantees to reflect and build on their strengths with consistent coaching partnership.	To create self-determined and strategic capacity building goals.  To use a reflection tool for reflection and assessment and analysis of needs.  Product: Capacity building plan	LHF + Coaching and Consulting Contractor  Participants: All Grantees	One coach will be assigned to each organization  Set number of coaching and consulting hours will be allocated to support progress toward goals  Each grantee will designate 2-5 people to meet with their coach monthly  Quarterly updates on progress toward goals will be shared by grantees
Network Building: Convenings, Gatherings*	To strengthen the youth development field by connecting service providers, advocates, organizers, funders and agencies to facilitate learning and collaboration.	Grantees leave the R2R program with a better understanding of the youth development field in LA County.  Grantees form new partnerships and collaborations to improve service delivery.	LHF — WMLI  Participants: All Grantees	Quarterly, held in-person or online
Training Tracks, specialized technical assistance	To provide on-the-job training in specialized skills that improves organizational infrastructure and/or program delivery.	Grantees gain 3–5 implementable skills.  Grantees learn from peer organizations by sharing challenges and successes.	WMLI — in-house trainers + Outside Track Leads  Participants: All Grantees	Monthly workshops  Coaching hours provided to each organization
Evaluation of Capacity Building Programming*	To document the impact of capacity building programming.	LHF documents the quantitative and qualitative impact of the capacity building program to share with grantees, Dept. of Probation, JJCC and wider community.	LHF + Evaluation Partner  Participants: All Grantees	Ongoing  Two prong strategy evaluating impact for youth and youth serving organizations
Program Navigation that includes a Grantee Communication Portal	To facilitate grantee participation in all aspects of R2R including capacity building activities and data and evaluation requirements.	To provide a grantee portal that is accessible and easy to navigate.  To provide an R2R staff person who is available to answer grantee questions, manage the grantee portal and make referrals to other R2R partners.	LHF + Website Contractor	Grantee portal will: 1) facilitate scheduling and program coordination, 2) house all R2R related information for grantee partners, including events, training track information and coaches assigned to each grantee, and 3) provide grantees access to program evaluation data in real-time.
Advisory Board	To center the voices of those most impacted in all aspects of the capacity building program design and implementation.	LHF and consultant partners will provide a culturally respectful, responsive and effective training and coaching program for grantees.	LHF + Advisory Board of Grantees	LHF will design an application and selection process.  Advisory Board will include alumni grantee partners.
Coffee Talks: skills building workshops, regional workshops	To provide smaller, skills and region specific opportunities for training and collaboration.	To increase grantee peer exchanges and relationship building.  To support grantee well-being.  To provide training specific to staff directly working with youth.	LHF — WMLI	Adaptable monthly schedule, topics will be flexibly defined by grantee need/ interest, shifts in youth service ecosystem, emergency response and events of crisis or social turmoil
Public Workshops	To provide technical training to wider youth development community, including R2R alumni and non-R2R grantees.	Public Workshops will focus on key technical training and capacity building needs of the youth development field.	LHF — WMLI + outside contractors	Quarterly, online offerings open to the public.
Communications	To promote the R2R model as an effective and viable means to provide healing and transformation for young Black, Brown, of color and LGBTQ youth.	To highlight the success and impact of R2R, capacity building and individual grantee organizations.	LHF — Communications Team with the support of WMLI and Youth Justice Team	Quarterly press releases, weekly social media posts, etc.

\*Required grantee participation



# Grantee R2R Capacity Building Journey



## R2R Grantee Touchpoints



# Phases for R2R Model Grantees, Transformative Justice Model, Organizational Development

## Phase 1: Years 1–3, 49 grantees (Completed)

- Public-private partnership is established to conjoin race equity centered youth-development grants with robust capacity building.
- The Ready to Rise Model is designed and launched for an inaugural cohort of 49 grantees.
- Community-based participatory research-based evaluation is designed to highlight asset-based key performance indicators for youth and organizational impact.
- Model design is continuously studied and improved, based on grantee experience, effectiveness and process efficiency
- Organizations experience strengthened organizational capacity, increased funding and growth in ability to serve youth in the community.
- Ready to Rise evaluation identifies the model as a successful method to significantly improve the sustainability and scope of youth services in Los Angeles County, engage and meet the developmental needs of youth of color from systems-harmed communities, and stand as a proven alternative to preventing and protecting youth from justice system involvement.

## Phase 2: Years 4–6, 50 grantees

- Ready to Rise model is evolved based on learnings and findings from first iteration.
- The public-private partnership is established as a Los Angeles County standing offering for up to seven years.
- Race equity continues to anchor all capacity building activities and consulting team with a programmatic focus on healing justice and youth development landscape analysis.
- R2R field building goal includes building on the

Youth Justice Reimagined program approved by LA County Board of Supervisors.

- Ready to Rise builds relationship with Department of Youth Development in order to support an integrated approach to youth development in LA County.
- Liberty Hill Foundation offers cutting-edge cohort training in healing justice and youth development field landscape analysis to strengthen the field in LA County.

## Phase 3: Years 7–10, 50 grantees

- Ready to Rise is led by LA County and is adapted across other program areas.
- The Ready to Rise model is fine-tuned by continued learning and is an established model that is implemented and replicated by leaders outside of the original partnership.
- Other success to be determined by the current and emerging ecosystem of the time.