County of Los Angeles
CHIEF EXECUTIVE OFFICE
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SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

November 15, 2016

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

COUNTY OF LOS ANGELES 2016-2021 STRATEGIC PLAN
(ALL DISTRICTS)
(3-VOTES)

SUBJECT

Proposed endorsement and adoption of the County of Los Angeles 2016-2021 Strategic Plan

IT IS RECOMMENDED THAT THE BOARD:

1. Endorse and adopt the County of Los Angeles 2016-2021 Strategic Plan, *Creating Connections: People, Communities, Government* (Plan).

2. Instruct the Chief Executive Officer, with the cooperation of all Departments, to develop work plans to implement Plan objectives.

3. Direct the Chief Executive Officer, or her designee, to provide the Board with an update on the progress of the Plan, one year from its adoption.

4. Direct the Chief Executive Office to develop a process to monitor and measure activity and progress under the Plan.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The initial County Strategic Plan was adopted by the Board of Supervisors (Board) in November 1999. The plan has been modified nine times since 1999 to reflect new challenges and

changes in the economy. However, in the seventeen years since the plan's initial adoption, the County's economic, political, social, and technological landscape has changed dramatically. A new strategic plan is required to leverage these changes, to align the work of Departments with the Board's vision, and to communicate the County's general path going forward while remaining cognizant that much work will continue to be done outside of the Strategic Plan.

Given our changed environment, the Chief Executive Office (CEO) seeks this Board's approval of the proposed County of Los Angeles 2016-2021 Strategic Plan (Attachments 1 and 2), which includes an updated vision, mission, as well as new strategies, goals and objectives. The Board's adoption of the Plan will provide continued direction to County Department heads, managers, supervisors, and line staff to continue moving forward with efforts to improve the lives of County residents, to positively impact communities, and to model governmental efficiency, innovation and transparency.

FISCAL IMPACT/FINANCING

There is no direct or immediate fiscal impact related to the adoption of the Plan; however, some Plan objectives may require a commitment of financial resources at a later date. While always maintaining the balance between service delivery and fiscal sustainability, additional financial resources related to the implementation of the Plan will be evaluated when the need is identified and aligned with the County's budget planning process.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Plan Development Process

In our April 2016 "Driving Transformative Change in Los Angeles County" report, this office committed to developing a system to ensure the efforts of County Departments support the Board priorities in order to positively impact the lives of children, adults, families and businesses in Los Angeles County. Our planning process was different than in years past. This time, the CEO used *Board Priorities* and *Board Initiatives* to serve as the foundation of the Plan. This path was taken because of the robust stakeholder feedback considered and embedded into the *Board Priorities* and certain *Board Initiatives*.

The CEO issued a draft of the Plan to Board Offices and Departments seeking thoughtful and considered written feedback. The CEO's office received robust feedback consisting of 258 recommendations from five Board offices and thirty-three Departments. In many instances we received similar proposals from different Departments and in other instances we received contradictory ones. The CEO's Office followed up with each Board Office and each Department providing feedback and, when necessary, convened meetings and conference calls to clarify intent or reach consensus. Of the 258 recommendations, the CEO incorporated 151 (59%) of all recommendations. Finally, the CEO's office held its 2016-2021 Executive Strategic Planning Conference on September 28, 2016, to share the Plan's development process and discuss how the Plan will align the work of County Departments with *Board Priorities* and *Board Initiatives*.

Aligning Departmental Efforts with Board Priorities and Board Initiatives

This Board has adopted policies to address some of the County's most complex societal challenges by establishing the following priorities and initiatives: Child Protection, Sheriff's Department/Justice Reform, Health Integration, the Homeless Initiative, and the Environmental Monitoring initiative. In some instances, efforts to address these challenges were already underway. However, the Board's action was the impetus for driving: deeper collaborations between County Departments, deeper collaborations between County Departments and their partners, a sustained focus on addressing these challenges, and more meaningful stakeholder engagement.

The Plan includes three broad goals, ten strategies and fifty-three objectives that encompass *Board Priorities, Board Initiatives,* as well as existing and planned work of County Departments. The goals and strategies are summarized in Table I on the next page. At its core, this Plan focuses on people, communities and government and aligns the work of County Departments with *Board Priorities* and *Board Initiatives.* With both *Board Priorities* and *Board Initiatives,* highly collaborative, multi-departmental public private relationships must be established, enhanced, and/or managed. With *Board Priorities,* the CEO assumes responsibility for coordinating multi-departmental and public-private efforts to develop and implement plans to operationalize the Board's identified vision. In these instances, the CEO will work with a County department to identify a high level manager to temporarily serve as the CEO-resident, project leader. *Board Initiatives* also require highly collaborative, multi-Departmental, public-private relationships. However, direct CEO project management is not required for successful implementation and can be adequately accomplished through Departmental efforts.

Performance Measurement and Next Steps

Upon Board approval, the Plan will be effective immediately. The CEO will work with departments to develop, enhance or refine implementation steps for each objective in the Plan. The CEO will also conduct initial data collection on baseline measures in order to track Plan progress. Finally, the CEO's Office will convene a meeting of County data scientists and County Department representatives to develop a framework for conducting the County's first-ever Countywide progress and performance Data Stats meeting.

Table 1: County of Los Angeles 2016-2021 Strategic Plan

VISION

A value driven culture, characterized by extraordinary employee commitment to enrich lives through effective and caring service, and empower people through knowledge and information

MISSION

Establish superior services through inter-departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County

VALUES

Integrity: We do the right thing: being honest, transparent, and accountable

Inclusivity: We embrace the need for multiple perspectives where individual and community differences are seen as strengths

Compassion: We treat those we serve, and each other, the way we want to be treated

Customer Orientation: We place our highest priority on meeting the needs of our customers

GOALS & STRATEGIES

GOAL I - Make Investments That Transform Lives

Address society's most complicated social, health, and public safety challenges by:

I.1. Increasing our focus on **prevention** initiatives;

I.2. Enhancing our delivery of comprehensive **interventions**; and

I.3. Reforming service delivery within our **justice systems**.

GOAL II - Foster Vibrant and Resilient Communities

Create the hub of a network of public-private partnering agencies supporting vibrant communities by:

II.1. Driving **economic development** in the County;

II.2. Supporting the **wellness of our communities**; and

II.3. Making **environmental sustainability** our daily reality.

GOAL III - Realize Tomorrow's Government Today

Develop an innovative, flexible, effective, and transparent partnership focused on advancing the common good by:

III.1. Pursuing **development of our workforce**;

III.2. Embracing **digital government** for the benefit of our customers and communities;

III.3. Pursuing **operational effectiveness, fiscal responsibility and accountability**; and

III.4. Engaging and our **customers, communities, and partners**.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The proposed Plan will provide the CEO with a tool to align the work of the County Departments with Board Priorities and Board Initiatives to positively impact residents, communities and government. The sought after impact is improved and enhanced service delivery in support of better outcomes for the many residents that depend on County services.

Respectfully submitted,

SACHI A. HAMAI
Chief Executive Officer

SAH:JJ:FD
AU:VD:yf

Attachments (2)

c: Executive Office, Board of Supervisors
All Department Heads
Departmental Chief Deputies
Administrative Deputies
Department Chief Information Officers

COUNTY OF LOS ANGELES
2016 – 2021 STRATEGIC PLAN
Creating Connections: People, Communities, Government

This document represents the Final Draft of the Countywide Strategic Plan that will be submitted to the Board of Supervisors. Some of the objectives or language included in this document may differ from the plan adopted by the Board. This document is intended to be reviewed in conjunction with the Strategic Plan Chart disseminated with this plan.

VISION

A value driven culture, characterized by extraordinary employee commitment to enrich lives through effective and caring service, and empower people through knowledge and information

MISSION

Establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County

VALUES

Integrity: *We do the right thing: being honest, transparent, and accountable.*

Inclusivity: *We embrace the need for multiple perspectives where individual and community differences are seen as strengths*

Compassion: *We treat those we serve, and each other, the way we want to be treated*

Customer Orientation: *We place our highest priority on meeting the needs of our customers*

GOALS

I. Make Investments That Transform Lives

We will aggressively address society's most complicated social, health, and public safety challenges. We want to be a highly responsive organization capable of responding to complex societal challenges – one person at a time.

II. Foster Vibrant and Resilient Communities

Our investments in the lives of County residents are sustainable only when grounded in strong communities. We want to be the hub of a network of public-private partnering agencies supporting vibrant communities.

III. Realize Tomorrow's Government Today

Our increasingly dynamic, and complex environment, challenges our collective abilities to respond to public needs and expectations. We want to be an innovative, flexible, effective, and transparent partner focused on advancing the common good.

OVERVIEW: 3 GOALS - 10 STRATEGIES

I. Make Investments That Transform Lives

We will aggressively address society's most complicated social, health, and public safety challenges. We want to be a highly responsive organization capable of responding to complex societal problems – one person at a time. We will accomplish this by:

- **Increasing our focus on prevention initiatives;**
- **Enhancing our delivery of comprehensive interventions; and**
- **Reforming service delivery within our justice systems.**

II. Foster Vibrant and Resilient Communities

Our investments in the lives of County residents are sustainable only when grounded in strong communities. We want to be the hub of a network of public-private partnering agencies supporting vibrant communities. We will accomplish this by:

- **Driving economic and workforce development in the County;**
- **Supporting the wellness of our communities; and**
- **Making environmental sustainability our daily reality.**

III. Realize Tomorrow's Government Today

Our increasingly dynamic and complex environment challenges our collective abilities to respond to public needs and expectations. We want to be an innovative, flexible, effective, and transparent partner focused on advancing the common good. We will accomplish this by:

- **Pursuing development of our workforce;**
- **Embracing digital government for the benefit of our customers and communities;**
- **Pursuing operational effectiveness, fiscal responsibility and accountability; and**
- **Engaging our customers, communities, and partners.**

GOALS, STRATEGIES, AND OBJECTIVES

I. Make Investments That Transform Lives

We will aggressively address society's most complicated social, health, and public safety challenges. We want to be a highly responsive organization capable of responding to complex societal problems - one person at a time.

Issue Statement: A lack of early intervention and support for at-risk, high-needs residents increases their likelihood of long-term reliance on, or involvement with the County's social safety net and child welfare, justice, and social service systems.

Strategy I.1 - Increase Our Focus on Prevention Initiatives

Implement evidence-based practices to increase our residents' self-sufficiency, prevent long-term reliance on the County's social safety net, and prevent involvement with the County's foster, juvenile justice, and adult justice systems.

I.1.1 Promote Supportive Parenting: Increase the number of vulnerable children and families touched by the County referred to the community-based network of Prevention/Aftercare providers.

I.1.2 Implement a Homeless Prevention Program for High-Risk Families: Implement a homeless prevention program to prevent homelessness of those families, known to the County, at imminent risk of homelessness.

I.1.3 Support Income Security for Custodial Parents: Increase the number of custodial parents receiving child support enforcement services who receive full and timely child support payments.

I.1.4 Support Educational Outcomes for Systems-Involved Youth: Use the County's Education Coordinating Council to partner with local school districts, LACOE, the Juvenile Court, DCFS and Probation to work towards improving educational outcomes for systems-involved youth by using Local Control Accounting Plans and incorporating other available supports.

I.1.5 Increase Affordable Housing Throughout L. A. County: Develop or preserve affordable housing units in the County.

I.1.6 Increase Home Visitation Capacity: Support the leadership of First 5 LA, in partnership with the County, the Home Visitation Consortium and others to build a universal voluntary system of home visitation services through a streamlined system of referrals, and improved integration of services.

I.1.7. Support Library Efforts to Engage Children and Families: Work with the *Center for Strategic Public Private Partnerships* to identify other funding opportunities to extend programs and services for underserved youth and families at all County libraries, including early learning programs and mobile literacy services.

I.1.8 Promote Consumer Financial Stability: Establish a Center for Financial Empowerment that will provide services in the areas of financial literacy, financial counseling, consumer education, and tax preparation.

Issue Statement: The County's most vulnerable populations require more targeted and integrated interventions to measurably address their comprehensive needs.

Strategy I.2 - Enhance Our Delivery of Comprehensive Interventions

Deliver comprehensive and seamless services to those seeking assistance from the County.

I.2.1 Provide Subsidized Housing for Vulnerable Populations: Provide subsidized housing and necessary services for vulnerable populations, while prioritizing the homeless population.

I.2.2 Streamline Access to Integrated Health Services: Operationalize a Health Agency-wide referral system to track and refer patients from one Health Agency department to another.

I.2.3 Integrate Substance Use Disorder (SUD) Treatment Services: Implement the Drug Medi-Cal waiver to integrate SUD treatment services for youth and adults into the County's mental and physical health care delivery systems.

I.2.4 Support Job Readiness and Increase Employment Opportunities for Youth Served by the County. Increase the number of youth, known to the County, who are linked to employment, a job interview, or a job readiness program, while prioritizing foster and probation youth.

I.2.5 Implement My Brother's Keeper (MBK): Implement the Phase I strategies of the MBK initiative.

I.2.6 Women and Girls' Initiative: Complete a comprehensive County-wide assessment of access to, and delivery of, services to women and girls to address gender-driven disparities.

I.2.7 Plan for Age-Friendly Communities for Older Adults: Complete a comprehensive assessment of the gaps in services for the County's older adult population.

I.2.8 Address the Needs of Victims of Child Sex Trafficking: Prevent children from becoming victims of child sex trafficking and provide supportive and rehabilitative services for systems-involved child sex trafficking victims.

I.2.9 Support the Long Term Success of Transitional Aged Youth: Develop and implement a multi-departmental, comprehensive integrated service delivery plan to serve transitional aged foster youth to ensure self-sufficiency upon emancipation.

Issue Statement: The majority of offenders face barriers to successful community re-entry, including mental illness and/or addiction, resulting in higher rates of recidivism and homelessness.

Strategy I.3 – Reform Service Delivery Within Our Justice Systems

Provide rehabilitative services to those involved with the County's justice systems to reduce the risk of recidivism, and support successful re-entry into our communities.

I.3.1 Reduce the Incidence of Involvement with the Justice System Among Vulnerable Populations: Increase the number of justice involved juveniles and adults linked to appropriate health, mental health and substance use disorder services.

I.3.2 Implement Body Worn Cameras: Develop a plan to fund and implement body worn cameras for Sheriff's deputies.

I.3.3 Improve Juvenile Indigent Defense: Develop and adopt a plan to improve legal representation to youth, while addressing those factors that bring youth into the juvenile justice system.

I.3.4 Enhance Sheriff's Ability to Effectively and Appropriately Respond to Crises Involving the Mentally Ill: Expand the number of Mental Evaluation Teams and training for Sheriff Deputies as well as other appropriate staff.

I.3.5 Develop Policy Decriminalizing Homelessness: Implement a protocol that: supports statewide efforts to decriminalize homelessness; complements the County's Homeless Encampment Protocol; and ensures greater collaboration between judicial agencies and alternative courts.

I.3.6 Implement Comprehensive Community Policing: Implement and evaluate a community policing strategy within Men's Central Jail based on unbiased policing, maintaining humane conditions in jail, alternatives to custody, when appropriate, and restorative justice opportunities which emphasize intervention and rehabilitation.

I.3.7 Implement the County's Jail Plan: Begin the process to replace the Men's Central Jail with a consolidated correctional treatment facility and renovate Mira Loma Detention Facility.

II. Foster Vibrant and Resilient Communities

Our investments in the lives of County residents are sustainable only when grounded in strong communities. We want to be the hub of a network of public-private partnering entities supporting vibrant communities.

Issue Statement: Regional economic growth requires support for small businesses and social enterprises and development of residents' skills needed to compete for current and future high-demand jobs.

Strategy II.1 - Drive Economic and Workforce Development in the County

Enhance opportunities for the business community including, small businesses and social enterprises and support local workforce job creation, private investment in the community, expansion of the local tax base, and social equity across the County's highly diverse communities.

II.1.1 Support 21st Century Innovative and Socially Responsible Industries in Los Angeles County: Implement strategies to target and systematically offer appropriate assistance to high-growth industries.

II.1.2 Support Small Businesses and Social Enterprises: Implement a certification program for Social Enterprises, and the *Small Business, Disabled Veteran-Owned Business, and Social Enterprise Utilization Plan* for achieving County-wide procurement goals of 25% for certified Local Small Business Enterprises and three (3%) percent for Disabled Veteran Business Enterprises.

II.1.3 Coordinate Workforce Development: Identify and align workforce development programs to provide career pathways for high-needs, priority

populations and to support the labor needs of the County's high-growth industry sectors.

Issue Statement: Community safety and health indicators show that high-needs communities experience disproportionately higher rates of violence, lack sufficient access to active transportation services and recreational/cultural activities, and are at greater risk for environmental hazards.

Strategy II.2 – Support the Wellness of Our Communities

Identify, support, and promote practices for higher quality of life through violence reduction, enhanced social cohesion, increased awareness of supports and services, and better physical fitness, mental health, and well-being.

II.2.1 **Reduce Violence in Communities**: Develop comprehensive, place-based plans to reduce violence in high-needs communities experiencing high levels of violence.

II.2.2 **Expand Access to Recreational and Cultural Opportunities:** Expand access for all County residents, particularly those in unincorporated and high-needs areas, who have traditionally underutilized the County's museums, theatres, beaches, parks, and other recreational facilities.

II.2.3 **Prioritize Environmental Health Oversight and Monitoring:** Strengthen the County's capacity to effectively prevent, prepare for and respond to emergent environmental and natural hazards and reduce impacts to disproportionately affected communities.

II.2.4 **Promote Active and Healthy Lifestyles**: Conduct outreach to high-needs, traditionally underserved populations within the County by supporting safe and comfortable built environments that encourage physical activity and access to healthy food.

Issue Statement: With ten million residents, over 100,000 employees and a geographic area spanning 4,083 square miles, Los Angeles County has a regional and global responsibility to consider its impact on the environment and develop responsible policies that promote sustainable behavior in its operations and communities.

Strategy II.3 - Make Environmental Sustainability Our Daily Reality

Envision and implement a comprehensive and integrated approach to improving the environmental, economic, and social well-being of our communities so that they may thrive now and into the future.

II.3.1 **Improve water quality, reduce water consumption, and increase water supplies**. Promote water conservation, recycle and reuse local water resources, and reduce storm water pollution.

II.3.2 **Foster a cleaner, more efficient, and more resilient energy system.** Promote diverse, clean and renewable energy systems, support energy efficiency, and support strategies to ensure reliability of the energy network.

II.3.3 **Address the serious threat of global climate change.** Create and implement policies and programs to: reduce the emission of greenhouse gases from all sectors of our community; ensure that community climate resilience is integrated into our programs and plans; and inspire others to take action.

II.3.4 **Reduce waste generation and recycle and reuse waste resources.** Increase landfill diversion and recycling programs and infrastructure and inspire the community to reduce, reuse and recycle waste materials.

II.3.5 **Support a clean, flexible, and integrated multi-modal transportation system that improves mobility.** Use and promote electric and other clean vehicle technologies across all vehicle classes along with its supporting infrastructure.

III. Realize Tomorrow's Government Today

Our increasingly dynamic and complex environment challenges our collective abilities to respond to public needs and expectations. We want to be an innovative, flexible, effective, and transparent partner focused on public service and advancing the common good.

Issue Statement: As the largest employer in Southern California, Los Angeles County must work towards attracting and retaining a talented workforce committed to providing public services.

Strategy III.1 - Continually Pursue Development of Our Workforce

Invest in tomorrow's workforce today and today's workforce for a better tomorrow

III.1.1 Develop Staff Through High Quality Multi-Disciplinary Approaches to Training: Implement training models that envision learning and professional growth occurring over time that includes relevant departments, academia, labor, and other stakeholders.

III.1.2 Develop Effective Manager-Leaders: Recruit, train and equip County executives and managers with the technical, problem solving, and relationship skills characteristic of professional and effective leaders.

III.1.3 Succession Planning: Implement an executive development plan designed to equip executive level staff to assume leadership of a department.

Issue Statement: Government has yet to fully leverage big data, information technology, and analytics to enhance its business operations and improve service delivery.

Strategy III.2 - Embrace Digital Government for the Benefit of Our Internal Customers and Communities

Implement technological business solutions to enable County departments to meet their core mission, transform how we share information, and protect the privacy rights of individuals.

III.2.1 Enhance Information Technology Platforms to Securely Share and Exchange Data. Establish a shared information management platform to enable County departments to identify common clients, securely share and exchange data to coordinate service delivery, and perform data-driven analytics to achieve outcomes in support of Board Priorities and other Countywide initiatives.

III.2.2 Leverage Technology to Increase Visibility of and Access to Services: Ensure that each department maximizes the use of technology to raise awareness of available programs and services.

III.2.3 Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency: Support implementation of technological enhancements and acquisitions that increase efficiency (e.g. infrastructure, software, hardware, applications) including replacement of legacy systems.

Issue Statement: Although expansive, the County of Los Angeles' resources are limited and insufficient when compared to the need. Given this fiscal reality, the County must ensure that resources are expended in a responsible, efficient and strategic manner.

Strategy III.3 - Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability

Continually assess our efficiency and effectiveness, maximize and leverage resources, and hold ourselves accountable.

III.3.1 Maximize Revenue: Implement a process to systematically leverage resources to help fund County initiatives.

III.3.2 Manage and Maximize County Assets*:* Maximize use of County assets, guide strategic investments, and support economic development, in ways that are fiscally responsible and align with the County's highest priority needs.

III.3.3 Measure Impact and Effectiveness of our Collective Efforts: Develop and operationalize a range of metrics and measures to track implementation and outcomes of this strategic plan and other County initiatives.

III.3.4 Complete Business Continuity Planning: Complete the development and implementation of Continuity of Government, and Continuity of Operation Plans for the County and County departments, to continue essential services to the public and other government agencies following a disruption of service.

III.3.5 Enhance County's Cyber Disruption Protocol: Develop and implement a Cyber Disruption Response Plan that plans for, protects, mitigates, and responds to disruptions to the County's digital information or technological infrastructure.

III.3.6 Implement a *Workplace of the Future*: Develop a conceptual office space model(s) designed to: support the work and/or activities of employees; encourage employee collaboration; increase the amount of

available work space within existing space resources; and, improve the health of the workplace environment for employees.

III.3.7 **Implement a Protocol to Assess Proposed Board Priorities:** The Executive Officer of the Board shall implement and manage a process for vetting and providing recommendations to the Board regarding proposed new Board Priorities.

III.3.8 **Develop an Early Warning Tool**: Develop and test a tool that can help assess the likelihood that a department will experience severe operational and/or administrative challenges negatively impacting service delivery or substantially impeding the Department's ability to meet its mission.

III.3.9 **Enhance County's Fiscal Strength Through Long Term Planning:** Develop and implement a plan to address the County's long term unfunded liabilities.

Issue Statement: The County of Los Angeles must remain accountable and ensure the public's trust through transparency, public participation and openly sharing information with its residents.

Strategy III.4 - Engage and Share Information with Our Customers, Communities and Partners

Push data and information to internal and external customers, communities, and partners to enable informed decision making and to support partnerships.

III.4.1 **Solicit Ongoing Customer Feedback:** Each department shall regularly solicit customer feedback (from internal and external customers) regarding the customer's experience when accessing and/or receiving services.

III.4.2 **Share and Publish More Data:** Increase the amount of data regularly published on the County's *Open Data Portal,* to support information sharing and public policy research.

County of Los Angeles - Strategic Plan Chart

November 7, 2016

Attachment 2

I. I. MAKE INVESTMENTS THAT TRANSFORM LIVES

We will aggressively address society's most complicated social, health, and public safety challenges. We want to be a highly responsive organization capable of responding to complex societal problems – one person at a time.

Strategy I.1 – Increase Our Focus on Prevention Initiatives

Implement evidence-based practices to increase our residents' self-sufficiency, prevent long-term reliance on the County's social safety net, and prevent involvement with the County's foster, juvenile justice, social services, and adult justice systems.

Objective	Type	Social Svcs				Health			Justice							Municipal						Community Svcs					Operations/Central										Other		
		CSS	CSSD	DCFS	DPSS	DHS	DMH	DPH	Fire	Prb.	Sher.	DA	APD	PD	ME-C	ACW	ACC	CDC	MVA	PW	RP	BH	LACMA	LIB	NHM	PR	AS	AC	CBA	CEO	CoCo	DHR	ExOf	ISD	RR/CC	TTC	LACOE	NProf	Specify
I.1.1 Promote Supportive Parenting: Increase the number of vulnerable children and families touched by the County referred to the community-based network of Prevention/Aftercare providers.	*			✓	✓	✓	✓	✓	✓	✓	✓													✓		✓				✓			✓					✓	F5LA, Office of Child Protection (OCP)
1.1.2 Implement a Homeless Prevention Program for High-Risk Families: Implement a homeless prevention program to prevent homelessness of those families, known to the County, at imminent risk of homelessness.	BP	✓		✓	✓	✓	✓	✓		✓	✓							✓						✓					✓	✓							✓	✓	Los Angeles Homeless Services Authority (LAHSA) , F5LA
I.1.3 Support Income Security For Custodial Parents: Increase the number of custodial parents receiving child support enforcement services who receive full and timely child support payments.	*	✓	✓	✓	✓																																		
I.1.4 Support Educational Outcomes for Systems-Involved Youth: Use the County's Education Coordinating Council to partner with local school districts, LACOE, the Juvenile Court, DCFS and Probation to work towards improving educational outcomes for systems-involved youth by using Local Control Accounting Plans and incorporating other available supports.	*	✓		✓					✓	✓				✓									✓									✓					✓		OCP, Arts Commission
I.1.5 Increase Affordable Housing Throughout the L.A. County: Develop or preserve affordable housing units in the County.	BP							✓										✓			✓									✓									
I.1.6 Increase Home Visitation Capacity: Support the leadership of First 5 LA, in partnership with the County, the Home Visitation Consortium and others to build a universal voluntary system of home visitation services through a streamlined system of referrals, and improved integration of services.	*			✓	✓			✓		✓														✓									✓						OCP
I.1.7 Support Library Efforts To Engage Children and Families: Work with the *Center for Strategic Public Private Partnerships* to identify other funding opportunities to extend programs and services for underserved youth and families at all County libraries, including early learning programs and mobile literacy services.	*			✓	✓					✓														✓						✓			✓						OCP
I.1.8 Promote Consumer Financial Stability: Establish a Center for Financial Empowerment that will provide services in the areas of financial literacy, financial counseling, consumer education, and tax preparation.	BM	✓		✓	✓													✓						✓					✓	✓							✓		
Strategy I.2 – Enhance Our Delivery of Comprehensive Interventions **Deliver comprehensive and seamless services to those seeking assistance from the County.**																																							
I.2.1 Provide Subsidized Housing for Vulnerable Populations: Provide Subsidized Housing for Vulnerable Populations: Provide subsidized housing and necessary services for vulnerable populations, while prioritizing the homeless population.	BP				✓	✓	✓			✓								✓	✓											✓									LAHSA
I.2.2 Streamline Access to Integrated Health Services: Operationalize a Health Agency-wide referral system to track and refer patients from one Health Agency department to another.	BP					✓	✓	✓																															
I.2.3 Integrate Substance Use Disorder (SUD) Treatment Services: Implement the Drug Medi-Cal waiver to integrate SUD treatment services for youth and adults into the County's mental and physical health care delivery systems.	*			✓	✓	✓	✓	✓		✓	✓																												

Objective Type: 1) BP: Driven by a Board Priority; 2) BM: Driven by an Adopted or Expected Board Motion; 3) * - Proposed by one or more Board Offices or a Department

Note: Red check mark indicates department(s) leading the objective.

County of Los Angeles - Strategic Plan Chart

November 7, 2016

Objective	Type	Social Svcs				Health			Justice							Municipal						Community Svcs					Operations/Central										Other		
		CSS	CSSD	DCFS	DPSS	DHS	DMH	DPH	Fire	Prb.	Sher.	DA	APD	PD	ME-C	ACW	ACC	CDC	MVA	PW	RP	BH	ACMA	LIB	NHM	PR	AS	AC	CBA	CEO	CoCo	DHR	ExOf	ISD	RR/CC	TTC	LACOE	NProf	Specify
I.2.4 Support Job Readiness and Increase Employment Opportunities for Youth Served by the County: Increase the number of youth, known to the County, who are linked to employment, a job interview, or a job readiness program, while prioritizing foster and probation youth.	BM	✓		✓			✓		✓	✓				✓						✓				✓		✓			✓			✓	✓				✓		Arts Commission
I.2.5 My Brother's Keeper: Implement the Phase I strategies of the My Brother's Keeper initiative.	BM	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓										✓		✓			✓	✓									
I.2.6 Women and Girls' Initiative: Complete a comprehensive County-wide assessment of access to, and delivery of, services to women and girls to address gender-driven disparities.	BM	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓										✓		✓			✓	✓									Women's Commission, Arts Commission
I.2.7 Plan for Age-Friendly Communities for Older Adults: Complete a comprehensive assessment of the gaps in services for the County's older adult population.	BM	✓		✓	✓	✓	✓	✓	✓	✓		✓			✓			✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓									Arts Commission
I.2.8 Address the Needs of Victims of Child Sex Trafficking: Prevent children from becoming victims of child sex trafficking and provide supportive and rehabilitative services for systems-involved child sex trafficking victims.	BM			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓																✓								
I.2.9 Support the Long Term Success of Transitional Aged Youth: Develop and implement a multi-departmental, comprehensive integrated service delivery plan to serve transitional aged foster youth to ensure self-sufficiency upon emancipation.	*	✓		✓	✓	✓	✓	✓		✓																						✓					✓		OCP
Strategy I.3 – Reform Service Delivery Within Our Justice Systems **Provide rehabilitative services to those involved with the County's justice systems to reduce the risk of recidivism, and support successful re-entry into our communities.**																																							
I.3.1 Reduce the Incidence of Involvement with the Justice System Among Vulnerable Populations: Increase the number of justice involved juveniles and adults linked to appropriate health, mental health and substance use disorder services.	*	✓				✓	✓	✓		✓	✓	✓	✓	✓																									Arts Commission
I.3.2 Implement Body Worn Cameras: Develop and implement a plan to fund, and implement, body worn cameras for Sheriff's deputies.	BM										✓	✓	✓	✓																	✓								
I.3.3 Improve Juvenile Indigent Defense: Develop and adopt a plan to improve legal representation to youth, while addressing those factors that bring youth into the juvenile justice system.	BM									✓	✓	✓	✓	✓																									
I.3.4 Enhance Sheriff's Ability to Effectively and Appropriately Respond to Crises Involving the Mentally Ill: Expand the number of Mental Evaluation Teams and training for Sheriff Deputies as well as other appropriate staff.	*						✓		✓		✓																												
I.3.5 Develop Policy Decriminalizing Homelessness: Implement a protocol that: supports statewide efforts to decriminalize homelessness; complements the County's Homeless Encampment Protocol; and ensures greater collaboration between judicial agencies and alternative courts.	*						✓			✓	✓	✓	✓	✓																									LAHSA, law enforcement agencies from cities
1.3.6 Implement Comprehensive Community Policing Implement and evaluate a community policing strategy within Men's Central Jail based on unbiased policing, maintaining humane conditions in jail, alternatives to custody, when appropriate, and restorative justice opportunities which emphasize intervention and rehabilitation.	*	✓				✓	✓	✓			✓																												
I.3.7 Complete the County's Jail Plan: Begin the process to replace the Men's Central Jail with a consolidated correctional treatment facility and renovate Mira Loma Detention Facility.	BM					✓	✓	✓			✓																												

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II. FOSTER VIBRANT AND RESILIENT COMMUNITIES **Our investments in the lives of County residents are sustainable only when grounded in strong communities. We want to be the hub of a network of public private partnering entities supporting vibrant communities.**																																							
Strategy II.1 – Drive Economic and Workforce Development in the County **Enhance opportunities for the business community including, small businesses and social enterprises and support local workforce job creation, private investment in the community, expansion of the local tax base, and social equity across the County's highly diverse communities.**																																							
II.1.1 Support 21st Century Innovative and Socially Responsible Industries in Los Angeles County: Implement strategies to target and systematically offer appropriate assistance to high-growth industries.	*	✓																✓											✓	✓									Arts Commission
II.1.2 Support Small Businesses and Social Enterprises: Implement a certification program for Social Enterprises, and the Small Business, Disabled Veteran-Owned Business, and Social Enterprise Utilization Plan for achieving County-wide procurement goals of 25% for certified Local Small Business Enterprises and three (3%) percent for Disabled Veteran Business Enterprises.	BM	✓																✓		✓									✓	✓				✓					
II.1.3 Coordinate Workforce Development: Identify and align workforce development programs to provide career pathways for high-needs, priority populations and to support the labor needs of the County's high-growth industry sectors.	*	✓			✓													✓						✓						✓		✓							Arts Commission
Strategy II.2 – Support the Wellness of Our Communities **Identify, support, and promote practices for higher quality of life through violence reduction, enhanced social cohesion, increased awareness of supports and services, and better physical fitness, mental health, and well being.**																																							
II.2.1 Reduce Violence in Communities: Develop comprehensive, place-based plans to reduce violence in high-needs communities experiencing high levels of violence.	*	✓		✓		✓	✓	✓		✓	✓	✓	✓	✓										✓		✓											✓		
II.2.2 Expand Access to Recreational and Cultural Opportunities: Expand access for all County residents, particularly those in unincorporated and high needs areas, who have traditionally underutilized the County's museums, theatres, beaches, parks, and other recreational facilities.	*								✓													✓	✓	✓	✓	✓													Arts Commission
II.2.3 Prioritize Environmental Health Oversight and Monitoring Strengthen the County's capacity to effectively prevent, prepare for and respond to emergent environmental and natural hazards, and to reduce impacts to disproportionately affected communities.	*							✓	✓																				✓										
II.2.4 Promote Active and Healthy Lifestyles: Conduct outreach to high-needs, traditionally underserved populations within the County by supporting safe and comfortable built environments that encourage physical activity and access to healthy food.	*							✓												✓	✓			✓		✓													
Strategy II.3 – Make Environmental Sustainability Our Daily Reality **Envision and implement a comprehensive and integrated approach to improving the environmental, economic, and social well-being of our communities so that they may thrive now and into the future.**																																							
II.3.1 Improve water quality, reduce water consumption, and increase water supplies. Promote water conservation, recycle and reuse local water resources, and reduce storm water pollution.	*							✓												✓	✓					✓				✓				✓					Sustainability Council, Healthy Design Workgroup (HDWG), CSO
II.3.2 Foster a cleaner, more efficient, and more resilient energy system. Promote diverse, clean and renewable energy systems, support energy efficiency, and support strategies to ensure reliability of the energy network.	*							✓												✓	✓			✓		✓				✓				✓					Sustainability Council, HDWG, CSO
II.3.3 Address the serious threat of global climate change. Create and implement policies and programs to: reduce the emission of greenhouse gases from all sectors of our community; ensure that community climate resilience is integrated into our programs and plans; and inspire others to take action.	*							✓												✓	✓					✓				✓				✓					Sustainability Council HDWG, CSO

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II.3.4 Reduce waste generation and recycle and reuse waste resources. Increase landfill diversion and recycling programs and infrastructure and inspire the community to reduce, reuse and recycle waste materials.	*							✓												✓	✓					✓				✓				✓					Sustainability Council, CSO
II.3.5 Support a clean, flexible, and integrated multi-modal transportation system that improves mobility. Use and promote electric and other clean vehicle technologies across all vehicle classes along with its supporting infrastructure.	*							✓												✓	✓									✓				✓					
III. REALIZE TOMORROW'S GOVERNMENT TODAY **Our increasingly dynamic and complex environment challenges our collective abilities to respond to public needs and expectations. We want to be an innovative, flexible, effective, and transparent partner focused on public service and advancing the common good.**																																							
Strategy III.1 – Continually Pursue Development of Our Workforce **Invest in tomorrow's workforce today and today's workforce for a better tomorrow.**																																							
III.1.1 Develop Staff Through High Quality Multi-Disciplinary Approaches to Training: Implement training models that envision learning and professional growth occurring over time that includes relevant departments, academia, labor, and other stakeholders.	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
III.1.2 Develop Effective Manager-Leaders: Recruit, train and equip County executives and managers with the technical, problem solving, and relationship skills characteristic of professional and effective leaders.	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
III.1.3 Succession Planning: Implement an executive development plan designed to equip executive level staff to assume leadership of a department.	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Strategy III.2 – Embrace Digital Government for the Benefit of Our Internal Customers and Communities **Implement technological business solutions to enable County departments to meet their core mission, transform how we share information, and protect the privacy rights of individuals.**																																							
III.2.1 Enhance Information Technology Platforms to Securely Share and Exchange Data. Establish a shared information management platform to enable County departments to identify common clients, securely share and exchange data to coordinate service delivery, and perform data-driven analytics to achieve outcomes in support of Board Priorities and other Countywide initiatives.	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		CIO
III.2.2 Leverage Technology to Increase Visibility of and Access to Services: Ensure that each department maximizes use of technology to raise awareness of available programs and services.	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		CIO
III.2.3 Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency: Support implementation of technological enhancements and acquisitions that increase efficiency (e.g. infrastructure, software, hardware, applications) including replacement of legacy systems.	*																													✓				✓					CIO
Strategy III.3 – Pursue Operational Effectiveness, Fiscal Responsibility and Accountability **Continually assess our efficiency and effectiveness, maximize and leverage resources, and hold ourselves accountable.**																																							
III.3.1 Maximize Revenue: Implement a process to systematically leverage resources to help fund County initiatives	*																							✓						✓									Arts Commission
III.3.2 Manage and Maximize County Assets: Maximize use of County assets, guide strategic investments, and support economic development, in ways that are fiscally responsible and align with the County's highest priority needs.	*																													✓				✓					
III.3.3 Measure Impact and Effectiveness of our Collective Efforts: Develop and operationalize a range of metrics and measures to track implementation and outcomes of this strategic plan and other County initiatives.	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		

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III.3.4 Complete Business Continuity Planning: Complete the development and implementation of Continuity of Government, and Continuity of Operation Plans for the County and County departments, to continue essential services to the public and other government agencies following a disruption of service.	*	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓			
III.3.5 Enhance County's Cyber Disruption Protocol: Develop and implement a Cyber Disruption Response Plan that plans for, protects, mitigates, and responds to disruptions to the County's digital information or technological infrastructure.	*																							✓						✓				✓					
III.3.6 Implement a *Workplace* of the Future: Develop a conceptual office space model(s) designed to: support the work and/or activities of employees; encourage employee collaboration; increase the amount of available work space within existing space resources; and, improve the health of the workplace environment for employees.	*																				✓			✓						✓		✓		✓					
III.3.7 Implement a Protocol to Assess Proposed Board Priorities: The Executive Officer of the Board shall implement and manage a process for vetting and providing recommendations to the Board regarding proposed new Board Priorities.	*																													✓			✓						Board of Supervisors
III.3.8 Develop an Early Warning Tool: Develop and test a tool that can help assess the likelihood that a department will experience severe operational and/or administrative challenges negatively impacting service delivery or substantially impeding the Department's ability to meet its mission.	*																											✓		✓	✓	✓		✓					Strategic Integration
III.3.9 Enhance County's Fiscal Strength Through Long Term Planning: Develop and implement a plan to address the County's long term unfunded liabilities.	*																													✓									Budget/ Finance
Strategy III.4 – Engage and Share Information with Our Customers, Communities and Partners **Push data and information to internal and external customers, communities, and partners to enable informed decision making and to support partnerships.**																																							
III.4.2 Solicit Ongoing Customer Feedback: Each department shall regularly solicit customer feedback (from internal and external customers) regarding the customer's experience when accessing and/or receiving services.	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
III.4.2 Share and Publish More Data: Increase the amount of data regularly published on the County's *Open Data Portal*, to support information sharing and public policy research.	*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		Arts Commission

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