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August 21, 2019

**TO:** Each Supervisor

**FROM:** Barbara Ferrer, PH.D., M.P.H., M.Ed.  
Director of Public Health *Barbara Ferrer*

**SUBJECT: UPDATE ON THE COUNTYWIDE OFFICE OF VIOLENCE PREVENTION**

This is in response to the February 19, 2019 motion by your Board, which instructed the Department of Public Health (DPH) to launch the Office of Violence Prevention (OVP) in collaboration with relevant county departments and community partners. The motion further instructed DPH to coordinate with the Chief Executive Office (CEO) to develop a report back in 180 days on progress regarding the following activities: 1) completing strategic planning for the OVP; 2) establishing a County Leadership Committee and a Community Partnership Council that can advise on priorities for the OVP; 3) recruiting and hiring key personnel for OVP including the Director and eight core staff positions; 4) identifying at least \$6,000,000 in unobligated funding in the Measure B Special Revenue Fund to support OVP overall operations and contracted services with community organizations for regional coalitions for the first two years of operation; and 5) developing a long-term funding plan for the OVP and related community-identified violence prevention efforts using funding from Measure B.

**1. OVP Strategic Planning**

DPH leveraged matching funds from First 5 Los Angeles to secure a contractor to assist with the coordination of strategic planning efforts beginning October 2018. With help from the contractor, DPH has engaged in an extensive process of securing input from key stakeholders, including county department leaders, community-based organizations, relevant staff of other jurisdictions, community residents, and violence prevention experts, to help inform development of the OVP early implementation strategic plan.

Activities have included:

- Conducting 14 listening sessions across the County's eight Service Planning Areas (SPAs) with 5 concerning specific types of violence - domestic violence, youth violence, etc.;
- Conducting 35 interviews with stakeholders and subject matter experts;
- Reviewing violence prevention strategic and organizational plans from other jurisdictions;
- Conducting extensive analysis of data related to multiple forms of violence, underlying social factors, and co-occurring factors;
- Surveying and analyzing information from 30 county departments regarding OVP priorities and existing violence prevention work; and
- Incorporating strategies from related motions by your Board, including on protecting vulnerable communities from hate crime (July 17, 2018) and supporting families following an in-custody death or fatal use of force (July 9, 2019).

DPH anticipates having a draft OVP early implementation strategic plan submitted to your Board by December 2019, pending final review by the County Leadership Committee and the Community Partnership Council.

## **2. Establishing a County Leadership Committee and Community Partnership Council**

### *County Leadership Committee*

To facilitate improved coordination and shared accountability, DPH has established an OVP governance structure that includes leadership tables for both county departments and community stakeholders. While OVP is housed within DPH, OVP will facilitate coordinated efforts across county departments, seek to add value to and support existing county and community violence prevention work, and fill identified gaps in violence prevention efforts. To discuss internal systems issues and build a cohesive plan for the countywide OVP, a County Leadership Committee (CLC) was established in January 2019. Comprising representatives with decision-making authority from 30 county departments, the Committee meets every other month. It has established a charter defining its roles and responsibilities to include: serving as a liaison across staff and leadership of participant departments, guiding the development of the early implementation strategic plan, providing input on work plans, developing data sharing agreements, and identifying joint policy areas and strategies. In addition to developing the charter, the CLC has over the past 8 months:

- Developed the OVP vision, mission, values, and guiding principles;
- Provided input to prioritize OVP roles and strategies;
- Provided guidance on the make-up and structure of the Community Partnership Council (CPC);
- Formed two ad-hoc workgroups for deeper discussions on definitions and data to inform the strategic plan; and
- Held an emergency meeting on August 15, 2019 to discuss strategies to prevent violence targeted at schools, workplaces, places of worship, and public spaces.

### *Community Partnership Council*

To help inform the structure, roles, and responsibilities of the OVP Community Partnership Council (CPC), DPH met with and reviewed materials from several other county departments and advisory bodies, including the Los Angeles Housing Services Authority (LAHSA), the Arts Commission, the Department of Probation, the Community Prevention and Population Health Task Force, and the Childcare Planning Committee, to learn more about the structure and roles of their community advisory councils. The CPC will serve in an advisory capacity to OVP with opportunities to communicate and meet with the CLC on a regular basis. The roles and responsibilities of the CPC will include: providing input on the OVP early implementation strategic plan, advising OVP on resource allocations, engaging in advocacy efforts in relation to policy at all levels of government; and helping OVP to coordinate county and community violence prevention activities.

In July 2019, DPH launched a self-nomination process to identify 20 community representatives for the CPC. Each Board office was also asked to nominate one CPC representative for a total recruitment of 25 CPC members. DPH received a total of 68 applications and is working with a six-member Selection Committee, including three community partners and three CLC members, to identify CPC members. Criteria for selection include expertise around one or more forms of violence and connection to a community organization or network that addresses violence. The Selection Committee will look for individuals who bring the perspective and experiences of communities across the County. DPH plans to notify selected CPC members in late August and convene the CPC in September 2019. The inaugural meeting of the CPC will incorporate trauma and arts-based practice, and the agenda will include an overview of the OVP and the role of the Council, activities to build consensus on group decision-making, and an opportunity to provide initial feedback on the draft OVP strategic plan.

In addition to the CLC and CPC, DPH has collaborated with several partners to support the establishment of the OVP and to advance dialogue and collaboration for a shared understanding of violence prevention. The OVP will continue to identify and foster opportunities for input into OVP planning and implementation efforts by a wide range of stakeholders. Key events hosted or supported by the OVP over the past months have included:

- The California Wellness Foundation-sponsored *Building a Movement for Violence Prevention in Los Angeles County*, which took place on March 13, 2019 and brought together more than 30 experts across multiple forms of violence to dialogue around collective policy and system change opportunities;
- A launch event hosted for OVP held on April 5, 2019 at the Martin Luther King, Jr. Center for Public Health in Willowbrook, which was attended by local media, county partners, and community partners;
- The 2018 and 2019 Sheriff Civilian Oversight Commission annual conference, which included DPH staff on the conference planning team;
- The Gang Violence Prevention and Intervention Conference in Long Beach on May 13, 2019, during which the DPH Director gave an address on the OVP; and
- The Youth Diversion and Development (YDD) Summit on July 18, 2019, during which DPH participated on a panel to discuss the OVP.

This fall, DPH will represent the OVP at the Women Against Gun Violence Survivor Summit in September 2019 and at the CHEAC Annual Meeting in October 2019 to discuss Systems Change: Imagining, Implementing and Integrating Prevention and Intervention of Gender-Based Violence into the Vision of Los Angeles County's Department of Public Health.

### **3. Recruiting and Hiring of Key Personnel**

The CEO and DPH worked collaboratively to identify appropriate positions for the OVP, including the Director and eight core staff positions. In August 2019, allocations for all nine positions were finalized. DPH is working to open examinations for OVP positions to both internal and external candidates, enabling interested candidates with community experience to contribute to OVP leadership.

Existing DPH Violence Prevention Program (VPP) staff will transition to the OVP within the DPH Health Promotion Bureau in August 2019. Staff will maintain their current positions and will continue to support coordination and systems change work via OVP. Existing programs that are will transition to OVP are: Parks After Dark technical assistance and evaluation, the Los Angeles County Violent Death Reporting System (VDRS), the Community Healing and Trauma Prevention Center, and the Trauma Prevention Initiative (TPI). The TPI includes: Hospital Based Violence Intervention, Street Outreach and Violence Intervention Services, Community Action for Peace stakeholder engagement, the Peer-to-Peer Violence Prevention Learning Academy, Community Organization Capacity Building and Technical Assistance, and systems change work.

### **4. Identifying Funding for Initial 2 Years of Operation (CEO)**

DPH's proposed OVP budget model is projected to require funding of \$3 million annually and consists of DPH staffing to support overall operations and contracted services with community organizations for regional coalitions and capacity building support in each SPA.

#### *Funding Plan Using Measure B*

In accordance with the Board's directive, the CEO worked with DHS to identify \$6.0 million in unobligated funding to support the proposed OVP model for the first two years of operations. Funding and staffing additions for the OVP are anticipated to be presented to the Board for approval as part of the FY 2019-20 Supplemental budget.

### **5. Developing a Long-Term Funding Plan (DPH and CEO)**

#### *Funding Plan Using Measure B*

In November 2002, voters in the County approved Measure B, which authorized the County to levy a special tax on building improvements to provide funding for the countywide system of trauma centers, emergency medical services, trauma prevention, and for bioterrorism response throughout the County. In Fiscal Year (FY) 2018-19, the Department of Health Services (DHS) collected approximately \$277.2 million in tax revenue, most of which is programmed for various ongoing expenses, except for Pomona Valley Hospital Medical Center (PVHMC), as further explained below.

Over the years, Measure B revenue has remained relatively stable with minor variations in the revenue collections year over year. These variations include slight increases in ongoing revenues due to improvements in the Medicaid Federal Medical Assistance Percentage (FMAP) under the Affordable Care Act, increased revenue collections due to square footage increases, and program under-expenditures. These changes have not yet been significant or consistent enough to program for ongoing funding purposes.

Additionally, on June 6, 2019, your Board approved the allocation of unspent Measure B funds to PVHMC as the first-priority for the use of unspent Measure B dollars before allocating funding to other programs. As such, any possible consideration of available ongoing funding would first need to be made available to PVHMC, prior to identification of funds for the OVP.

According to the most recent projections by DHS, there seems to be sufficient ongoing funding to support both PVHMC and OVP operations. This is based on the following assumptions: 1) no material future changes in receipts; 2) additional revenue generated from the improved FMAP; and 3) future collections from square footage increases. Based on this data, CEO recommends the use of ongoing Measure B revenue to support the OVP going forward, which will require action by your Board to effectuate.

Measure B revenues will be re-evaluated annually to determine whether actual revenue levels are aligned with DHS projections. Should revenues be lower than projected, other options to support the OVP may need to be considered, including utilization of any unspent Measure B collections as bridge funding, or a Board-approved rate increase as allowable by the measure.

#### *County and Philanthropic Partners*

In addition to utilizing Measure B funding to support the proposed OVP model, DPH continues to work with the Center for Public Private Partnerships and to foster relationships with philanthropic and county partners to leverage resources and obtain funding to implement strategies that support OVP priorities identified by stakeholders. Early financial support/commitments for OVP include the following funding and allocations:

- Funding from Blue Shield Foundation of California to implement a place-based demonstration project to address the intersection of gender-based and other forms of violence;
- An Artist in Residence by the Department of Arts and Culture, who will integrate arts and arts-based healing into strategic planning and the establishment of the Community Partnership Council;
- Funding to support the countywide expansion of systems change efforts initiated through the Trauma Prevention Initiative (TPI) allocated by the Probation Department Juvenile Justice Coordinating Committee in the amount of \$929,000 to implement capacity building workshops countywide to build capacity among grassroots organizations that serve system-involved youth; and
- An allocation of \$200,000 from the Probation Department as part of TPI to coordinate evaluation of youth development programs funded by the Juvenile Justice Crime Prevention Act, in collaboration with multiple county partners participating in the Youth Development Networking Group.

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DPH has developed an Investment Opportunities Report that will be integrated into the OVP early implementation strategic plan. The Report outlines current funding opportunities and a plan for pooled investment. The Report also highlights the importance of investment by government, philanthropy and the private sector in OVP efforts. DPH will continue efforts to advance the infrastructure necessary to support the OVP and to finalize an OVP early implementation strategic plan. We will keep your Board informed of all significant developments. If you have questions or need additional information, please let me know.

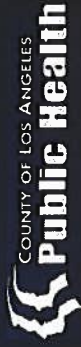
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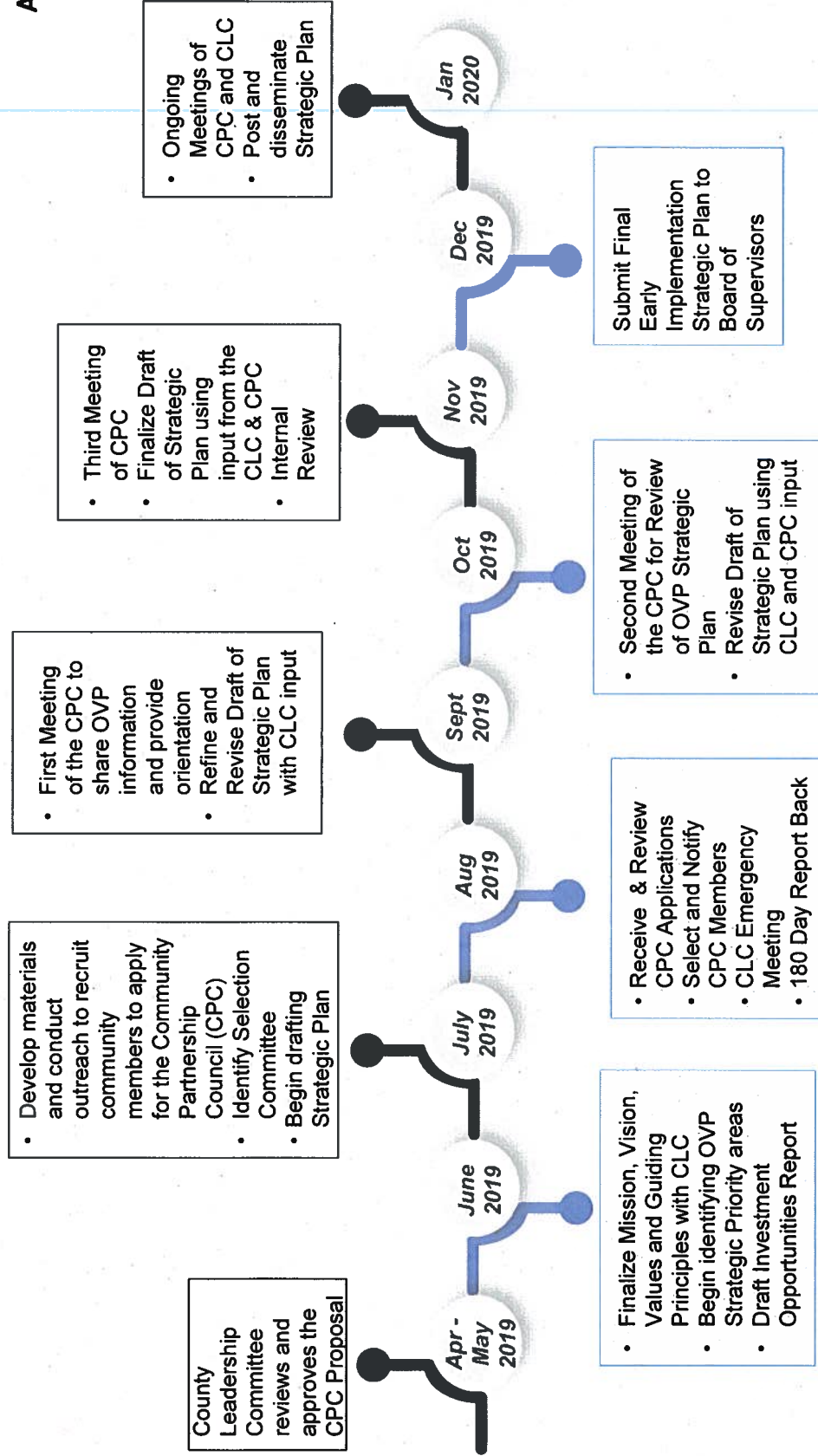
Attachments

Cc: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

# OVP Early Implementation Strategic Plan Development Timeline



## Attachment I



**Los Angeles County Office of Violence Prevention**  
**County Leadership Committee**  
**CHARTER (Adopted: February 21, 2019)**

This Charter creates a clear and mutually agreeable definition of the Los Angeles County Office of Violence Prevention (OVP) County Leadership Committee's role and purpose. The Charter may be revised as better ways of functioning emerge and will be reviewed annually or when major changes to the group's structure or function occur to ensure relevance to the work of OVP.

## **A Purpose**

### **Background**

On March 13, 2018, the Los Angeles County Board of Supervisors unanimously passed a motion directing the Los Angeles County Department of Public Health (DPH) to develop a plan for establishing a countywide Office of Violence Prevention, and to develop a strategic plan for a countywide initiative, that improves coordination and builds on existing work to implement key strategies to prevent multiple forms of violence. As part of the planning and preparation to establish the OVP, an immediate first step was to create a County Leadership Committee to guide the office and work together to build a coordinated approach to prevent multiple forms of violence and promote healing among Los Angeles County residents, by addressing the shared root causes that underlie the disparate work of county departments.

### **Scope**

The OVP County Leadership Committee will leverage the experiences, expertise, and insights of key county agencies, which have a vested interest in preventing violence and promoting healing. The Committee will provide a structure for county agencies to continue to do in-house work to align existing efforts and initiatives while creating a space to advance new and innovative ideas, strategies, policies and practices. The charge of the OVP County Leadership Committee is to communicate, manage, advise and serve as a formal stakeholder in the early implementation phase of the OVP and to guide the development, implementation, and monitoring of the strategic plan and its vision to improve the safety and wellbeing of Los Angeles County individuals, families, and communities.

DPH will assume a facilitation role to work alongside county departments in an environment where we are all equally accountable, responsible and involved in making decisions. Via the OVP, DPH will support county departments and initiatives to lift up and connect existing violence prevention and trauma work, advance meaningful system change, and coordinate the identification of resources and funding to implement early actions.

### **Goals**

The OVP County Leadership Committee will initially be tasked with the following goals:

- 1) Finalize Committee Charter and develop a common vision and guiding principles for the OVP
- 2) Review and provide input on the OVP Early Implementation Strategic Plan



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**County Leadership Committee Charter**

- 3) Recommend an infrastructure and outreach strategies for the Community Partnership Council
- 4) Provide input on work plans for early implementation strategies prioritized during the strategic planning process
- 5) Develop data sharing agreements for OVP planning and implementation
- 6) Identify at least 2 joint policy strategies to prevent violence across multiple forms
- 7) Share updates and solicit feedback from department leadership and share with committee members

**B Membership**

County Department heads have been asked to designate a **senior level representative** that will be a point of contact and who can liaise with your agency's various divisions and initiatives, make decisions on behalf of your department, and attend 2-hour monthly meetings for a minimum commitment of one year.

Agency	Name / Title	Contact Information	Date Joined
Alternate Public Defender	Director: Janice Y. Fukai Designee: Ericka Anzaotegui	jfukai@apd.lacounty.gov eanzaotegui@apd.lacounty.gov	01/09/2019
Arts & Culture	Director: Kristin Sakoda Designee: Denise Grande	Ksakoda@arts.lacounty.gov dgrande@arts.lacounty.gov	01/09/2019
Chief Executive Office (CEO)	Chief Executive Officer: Sachi Hamai Designee: Abbe Land	shamai@ceo.lacounty.gov aland@ceo.lacounty.gov	01/09/2019
Center for Strategic Partnerships	Director: Kate Anderson Designee: Elizabeth Cohen	kanderson@ceo.lacounty.gov escohen@ceo.lacounty.gov	01/09/2019
Chief Information Office	Director: Peter Loo Designee: Mark Greninger	ploo@cio.lacounty.gov mgreninger@cio.lacounty.gov	01/09/2019

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<b>Agency</b>	<b>Name / Title</b>	<b>Contact Information</b>	<b>Date Joined</b>
Children and Family Services (DCFS)	Director: Bobby Cagle Designee: Jennifer Hottenroth	bobby.cagle@dcsf.lacounty.gov hottje@dcsf.lacounty.gov	01/09/2019
Consumer and Business Affairs	Designee: Maritza Gutierrez Designee: Rafael Carbajal	mgutierrez@dcb.lacounty.gov rcarbajal@dcb.lacounty.gov	01/09/2019
County Counsel	Director: Mary Wickham	mwickham@counsel.lacounty.gov	01/09/2019
Countywide Criminal Justice Coordination Commission (CCJCC)	Director: Mark Delgado	mdelgado@ccjcc.lacounty.gov	01/09/2019
Development Authority	Director: Monique King-Viehlend Designee: Betsy Lindsay	Monique.king-viehlend@lacda.org betsylindsay@lacda.org	01/09/2019
District Attorney	DA: Jackey Lacey Designee: Joanne Baeza Designee: Ron Geltz	jlacey@da.lacounty.gov jbaeza@da.lacounty.gov rgeltz@da.lacounty.gov	01/09/2019
Fire Department	Chief: Daryl Osby Designee: Will Pryor	daryl.osby@fire.lacounty.gov will.pryor@fire.lacounty.gov	01/09/2019
Health Services	Director: Christina Ghaly Designee: Venise Russ	cghaly@dhs.lacounty.gov vruss@dhs.lacounty.gov	01/09/2019
Human Resources	Director: Lisa Garrett Designee: Lauren Franklin	lgarrett@hr.lacounty.gov lfranklin@hr.lacounty.gov	01/09/2019

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Agency	Name / Title	Contact Information	Date Joined
Los Angeles Homeless Services Authority (LAHSA)	Director: Peter Lynn Designee: Jessica Reed	plynn@lahsa.org jreed@lahsa.org	01/09/2019
Medical Examiner-Coroner	Director: Jonathan Lucas Designee: Paul Parker	jlucas@coroner.lacounty.gov pparker@coroner.lacounty.gov	01/09/2019
Mental Health	Director: Jonathan E. Sherin Designee: Debbie Innes-Gomberg	jshein@dmh.lacounty.gov DIGomberg@dmh.lacounty.gov	01/09/2019
Military & Veterans Affairs	Director: Ruth Wong	rwong@va.lacounty.gov	01/09/2019
Office of Child Protection	Director: Judge Michael Nash	mnash@bos.lacounty.gov	01/09/2019
Office of Diversion & Reentry	Director: Judge Peter Espinoza	pespinoza2@dhs.lacounty.gov	01/09/2019
Office of Education	Director: Debra Duardo Designee: Jewel Forbes Designee: Arturo Valdez	duardo_debra@lacoedu.edu forbes_jewel@lacoedu.edu avaldez@lacoedu.edu	01/09/2019
Parks & Recreation	Director: John Wicker Designee: Dora Nunez	jwicker@parks.lacounty.gov dnunez@parks.lacounty.gov	01/09/2019
Probation	Chief Probation Officer: Terri McDonald Designee: Bobby Entzminger	terri.mcdonald@probation.lacounty.gov bobby.entzminger@probation.lacounty.gov	01/09/2019

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<b>Agency</b>	<b>Name / Title</b>	<b>Contact Information</b>	<b>Date Joined</b>
Public Defender	Director: Ricardo D. Garcia  Designee: Winston Peters	rgarcia@pubdef.lacounty.gov  wpeters@pubdef.lacounty.gov	01/09/2019
Public Health	Director: Barbara Ferrer	bferrer@ph.lacounty.gov	01/09/2019
Public Library	Director: Skye-Ephifanie Patrick  Designee: Kelly Hulbert	spatrick@library.lacounty.gov  khulbert@library.lacounty.gov	01/09/2019
Public Social Services	Director: Antonia Jimenez  Designee: Araceli Dominguez	AntoniaJimenez@dpss.lacounty.gov  aracelidominguez@ladpss.gov	01/09/2019
Public Works	Director: Mark Pestrella	mpestrella@dpw.lacounty.gov	01/09/2019
Regional Planning	Director: Amy Bodek  Designee: Bruce Durbin	abodek@planning.lacounty.gov  bdurbin@planning.lacounty.gov	01/09/2019
Sherriff's Department	Sheriff: Alex Villanueva  Designee: Charles Stringham	avillanueva@lasd.org  cbstring@lasd.org	01/09/2019
Workforce Development, Aging & Community Services (WDACS)	Director: Otto Solorzano  Designee: Robin Toma  Designee: Robert Sowell	OSolorzano@wdacs.lacounty.gov  rtoma@wdacs.lacounty.gov  rsowell@wdacs.lacounty.gov	01/09/2019

New members can be recommended for consideration pending approval of their Department Head and the OVP County Leadership Committee. If there is consensus among the Committee, the recommendation will be submitted to OVP leadership for review and approval. New members will be formally invited to join the Committee by the OVP Director. New members will be provided the Charter as well as a brief history of the Committee and any materials produced by the group.

### **Role of Committee Members**

The roles of OVP County Leadership Committee members include, but are not limited to, the following activities:

- Follow-up on OVP action items and review draft reports/materials on behalf of your department
- Facilitate communication with leadership and divisions of your department
- Assist with OVP planning and evaluation activities including the identification of relevant agency data sources and by obtaining access to relevant department data
- Participate in meetings with philanthropic and academic partners to collaborate on violence prevention efforts and maximize collective impact
- Share knowledge and expertise with best and promising practices, opportunities and challenges, and areas where we can work collectively on policy and system change to reduce violence and promote healing
- Assist in the dissemination of OVP resources to communities and other stakeholders
- Assist with the development and proliferation of one voice to frame the efforts of the OVP
- Draft the scope of an OVP evaluation including metrics and help to monitor outcomes
- Act as an intermediary between the Leadership Committee and Community Partnership Council
- Fully engage and participate in discussions and decision-making activities in a manner that is inclusive, respectful and shares responsibility
- Fully engage and participate in consensus decision-making; the committee may elect to move a decision forward with a 2/3 majority vote of members.
- Draft the roles and responsibilities for the Community Partnership Council and recommend members

### **Role of DPH**

DPH will facilitate meetings of the OVP County Leadership Committee and provide support to committee members. OVP Director and staff will be responsible for:

- Planning and managing logistics for meetings
- Member engagement and regular communication
- Facilitating meetings, preparing materials and presentations
- Preparing meeting notes and emailing meeting documents and materials to members
- Communicating with Community Partnership Council to ensure their input is considered and report back regularly on Committee progress
- Communicating with County Board of Supervisors regarding Committee progress and recommendations

### **Roles and Responsibilities of Community Partnership Council**

- Represent a non-government organization and/or community network and serve as a liaison between them and the OVP / County Leadership Committee
- Coordination and integration of community violence prevention activities/priorities with County efforts
- Membership is restricted to individuals who live or work in LA county and represent one of the following categories: (estimated 30-40 people)
  - Networks or coalitions (local, state, or national non-governmental) engaged in violence prevention;

- Representatives of organizations serving individuals impacted by different types of violence including survivors;
- Community leaders organizing efforts to address violence in each SPA or a distinct demographic group.
- Commit to regular attendance and participation in quarterly meetings for a minimum of 18 months
- Provide feedback and recommendations to OVP on strategic plans, resources allocations, advocacy efforts, and other issues as determined by the council, county leadership committee, or OVP staff

## C Deliverables, Outputs, Work Products

### Deliverables

- Final OVP Early Implementation Strategic Plan
- The identification of 2 -3 priority areas for county policy and systems change
- Library of data resources and identification of opportunities for improved data sharing across county departments including data sharing agreements once determined feasible
- Identification of communication platforms for messaging on violence prevention and trauma
- Quarterly reports to the Board of Supervisors (May, August, November, February)

### Early Milestones and Deadlines

April 2019	OVP launches
May 15, 2019	OVP Early Implementation Strategic Plan Progress Report to Board
August 2019	Community Partnership Council Established

## D Meetings

### Meeting Schedule and Process

Two-hour meetings will be held every other month on the fourth Thursday of the month at locations in downtown Los Angeles. Participation in ad-hoc meetings such as task focused workgroups may be needed focused on specific strategies and issues. Periodic meetings with philanthropic and academia partners will be scheduled as part of Committee meetings or special sessions outside of normal meeting times and dates. Special sessions with community members and violence survivors may also be scheduled throughout the year to inform OVP work.

### Attendance

Regular participation and attendance during the OVP County Leadership Committee meetings are critical for Los Angeles County to move towards building a more coordinated violence prevention initiative with greater collective impact and improved outcomes.

Members must participate in monthly meetings in person and agree to participate for a minimum of one-year. If a committee member is unable to attend, they must:

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1. Select an alternate (optimally, should be the same alternate over time);
2. Meet with the alternate to review the group charter and onboard them to the process;
3. Provide a brief overview of progress and topics being explored prior to sending alternate to a meeting;
4. Review the notes available after the meeting.

**Meeting Communication and Documentation**

Meeting documentation, including notes, presentations, action items and decisions, will be recorded and distributed to all members via email prior to each meeting.

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The Committee will explore viability of video conferencing for future meetings. A shared drive will be developed to share slides, notes, and minutes.

Action items are followed up on by placing them in the next meeting' agenda. A meeting reminder will be sent out prior to the meeting with materials attached so that members can come prepared.