PREVENTION SERVICES TASK FORCE

RECOMMENDATIONS

Based on the discussion, analysis, and findings compiled while meeting the four overarching Directives, the Task Force developed and adopted the following 14 recommendations for consideration to the Board.

A detailed voting record across each recommendation can be found at the end of this document.

Note to readers: The Task Force previously utilized a different numbering system (i.e., 1 to 19, including 4a, 4b, and 4c) during the recommendations review process. To avoid confusion regarding missing numbers, this document utilizes the new numbering system below, which still reflects the same order of recommendations seen previously by Task Force members.

Directive 1: Governance Structure and Coordinated Service Delivery

#	Recommendation	Status
1a	Adopt the Countywide Vision for Prevention and Promotion as a draft; seek additional community input; and engage widely with staff, service providers, and community.	Adopted by Task Force on 11/4/22
1b	Adopt the Countywide Model for Prevention and Promotion as a draft; seek additional stakeholder input to amend it as needed; and develop a framework to align County stakeholder prevention and promotion efforts with the model.	Adopted by Task Force on 12/16/22
1c	Adopt the Countywide Prevention and Promotion Guiding Principles as a draft; seek additional community input; and disseminate it widely among staff, service providers, and community.	Adopted by Task Force on 11/4/22
1d	Direct CEO to work with County departments to establish and resource a Countywide Prevention and Promotion Coordination Team (PPCT) and departmental implementation teams working with external partners and community stakeholders to increase coordination and collaboration among County departments and initiatives.	Adopted by Task Force on 1/6/23
1e	Direct PPCT to coordinate and consolidate a prevention and promotion policy agenda across departments and initiatives.	Adopted by Task Force on 1/6/23
1f	Direct PPCT to share strategies to address regulatory, legal, and legislative barriers as well as funding constraints to enable an effective community-based service delivery system.	Adopted by Task Force on 1/6/23
1g	Direct PPCT to support and uplift existing initiatives and strategies to improve resource navigation and access, including how their learnings can be applied and implemented across other service areas.	Adopted by Task Force on 1/6/23

Directive 2: Funding Streams Analysis

#	Recommendation	Status
2a	Direct CEO, in coordination with PPCT, to strengthen the County's capabilities to conduct multi-departmental budget coordination and strategy, including the ability to braid/blend in order to leverage and maximize funding, and identify spending gaps to assist Board and departmental decision making.	Adopted by Task Force on 1/6/23
2b	Direct CEO to create a Countywide Prevention and Promotion Budget.	Adopted by Task Force on 1/6/23

Directive 3: Community-Based Service Delivery System

#	Recommendation	Status
3a	Support CIO – in consultation with CEO, County Counsel – to collaborate with departments in developing strategies to further their work on the Countywide information, referral, and connection platform and similar efforts to develop next steps to streamline and address navigation and access barriers across the County's service portfolio.	Adopted by Task Force on 11/4/22
3b	Direct ARDI to identify barriers to compensating Community Members with Lived Expertise and develop a set of equitable guidelines or recommendations that departments could adopt to increasingly involve members with lived expertise in policy and program development.	Adopted by Task Force on 11/4/22
3с	Direct ARDI to support departments in order to identify opportunities to strengthen and enhance delivery of County prevention and promotion services in partnership with community-based service providers who are better equipped to serve communities.	Adopted by Task Force on 11/4/22

Directive 4: Prevention Metrics and Data Integration

#	Recommendation	Status
4a	Adopt a common set of Prevention and Promotion Outcomes to monitor progress (i.e., monitoring both well-being and thriving as well as the efficacy of our prevention and promotion services).	Adopted by Task Force on 12/16/22
4b	Direct CEO to identify dedicated resources to support CIO, County Counsel, and department leads to develop cross-departmental data sharing/integration plans for specific service areas.	Adopted by Task Force on 11/4/22

DIRECTIVE 1: GOVERNANCE STRUCTURE AND COORDINATED SERVICE DELIVERY

Recommended options for a governance structure designed to coordinate and effectuate a comprehensive community-based prevention services delivery system were developed, including the necessary budgeting, staffing, contracting, and data sharing authorities across relevant departments.

<u>#</u>	<u>Recommendation</u>	<u>Description</u>	<u>Rationale</u>	Contributing Sources
1a	Adopt the Countywide Vision for Prevention and Promotion as a draft; seek additional community input; and engage widely with staff, service providers, and community. Adopted, 11/4/2022	 An aspirational statement to describe the desired long-term goals and direction for the future of LA County prevention and promotion services. Requires resources, staffing, and outreach expertise to socialize and share among County staff, CBOs, and community members – including through culturally relevant means (age-appropriate, language translation, etc.) 	 Reaffirms County's commitment to deliver prevention and promotion to enable thriving Conveys how County will do so (equitable, community-driven, holistic) Need to socialize ideas widely so all stakeholders can understand and help meet these goals together 	 Task Force collaborative session Framework table (+sub working group) Community survey of 800+ residents, staff
1b	Adopt the Countywide Model for Prevention and Promotion as a draft; seek additional stakeholder input to amend it as needed; and develop a framework to align County stakeholder prevention and promotion efforts with the model. Adopted, 12/16/2022	 Overarching model for prevention and promotion, especially articulating how social conditions (e.g., racism) factor into our work and definitions for prevention, promotion, and tiers as well as the importance of equitable decision making and shared power Identify ongoing prevention and promotion efforts underway to inform cross sectoral efforts with updated definitions to enable funding analyses and inform policy priorities (CEO Budget, program staff) Requires resources, staffing, and outreach expertise to socialize and share among County staff, CBOs, and community members – including through culturally relevant means (age-appropriate, language translation, etc.) 	 Unifies definition and common usage across departments Informs County departments and staff how to prioritize populations for additional support, services, and intervention based on level of risk or need Contextualizes "risk" with social conditions and a larger continuum of care Need to socialize ideas widely so all stakeholders can understand and help meet these goals together 	 Framework table (+sub working group) Task Force meeting discussions

#	Recommendation	Description	<u>Rationale</u>	Contributing Sources
1c	Adopt the Countywide Prevention and Promotion Guiding Principles as a draft; seek additional community input; and disseminate it widely among staff, service providers, and community. Adopted, 11/4/2022	 Value statements to serve as "guardrails" that help define how and why LA County is establishing a countywide prevention/promotion services system, listed in approximate order of importance to Framework table members. Several are drawn from the County's racial equity strategic plan, with some minor revisions to reflect discussion and learnings from this Task Force effort. Requires resources, staffing, and outreach expertise to socialize and share among County staff, CBOs, and community members – including through culturally relevant means (age-appropriate, language translation, etc.) 	 Informs the intent and values we hoped to abide by as we engaged in this initiative, but also how PPCT and future County prevention and promotion efforts should conduct their work Need to socialize ideas widely so all stakeholders can understand and help meet these goals together 	■ Framework table
1d	Direct CEO to work with County departments to establish and resource a Countywide Prevention and Promotion Coordination Team (PPCT) and departmental implementation teams working with external partners and community stakeholders to increase coordination and collaboration among County departments and initiatives. Adopted, 1/6/2023	 PPCT would be a diverse, action-oriented coordination team requiring budget and program analysts and consultants to help them dig in and map programs The departmental implementation teams would be resourced to support the implementation and ensure coordination and collaboration Strong leader, departmental liaisons, and staffing support to guide, support, and/or implement several of the action-oriented recommendations listed in this document (e.g., #4b – data integration, #2a,2b – budget and strategic funding analyses, #3a,3b,3c – community-based initiatives) PPCT's work would inform and help lay the groundwork for longer-term decisions on aligning the 13 coordinating functions PPCT is comprised of high-level representatives from departments and support staff 	 PPCT can provide the backbone support, staffing, and expertise to carry out and help ensure the success of priority initiatives identified among the 13 coordinating functions Provides capacity and capabilities that currently do not exist in the County, especially on a multidepartment basis Focus as an implementing body first and foremost responds to member feedback to initially address most important priorities and learnings 	 Task Force meetings Stakeholder conversations Framework table Coordination table Benchmark research

#	<u>Recommendation</u>	<u>Description</u>	<u>Rationale</u>	Contributing Sources
1e	Direct PPCT to coordinate and consolidate a prevention and promotion policy agenda across departments and initiatives. Adopted, 1/6/2023	 PPCT will work with departments (and CEO - Legislative Affairs) to identify and consolidate policy advocacy requests at federal, state, and local levels. (This is especially important in light of expiring COVID/state of emergency powers impacting current operations and services.) 	■ County policy agendas are frequently populated with recommendations posed by department staff without a cross-departmental lens or knowledge. Coordination of a prevention and promotion policy agenda would provide an opportunity to consider recommendations holistically, i.e., their potential impact – good and bad – across multiple departments, populations, and issue areas.	 Coordination table Framework table
1f	Direct PPCT to share strategies to address regulatory, legal, and legislative barriers as well as funding constraints to enable an effective community-based service delivery system. Adopted, 1/6/2023	 PPCT, in coordination with County Counsel, will share review strategies across departments and convene departmental subject matter experts to come together to review and discuss interpretations of certain rules, regulations, and other processes to ensure consistency across departments, including strategies to support community and organizations more flexibly. PPCT will review and share best practices informed by external jurisdictions. PPCT will document and evaluate the effectiveness of integrated funding pilots and other efforts. 	 Consistent interpretations of regulatory functions and legal requirements will enable the County to explore opportunities, best practices, and underutilized strategies to leverage funding streams, streamline eligibility and better serve clients, and advocate for policy change when needed. 	 Coordination table Framework table
1g	Direct PPCT to support and uplift existing initiatives and strategies to improve resource navigation and access, including how their learnings can be applied and implemented across other service areas. Adopted, 1/6/2023	 PPCT would work with departments, initiatives, and external partners (e.g., CIO & SIB information referral services, PAI/DPSS strategy, DCFS state block grant pilot for cross-systems navigation) to document best practices and improve resource navigation and access across multiple service areas, especially relating to priority populations. PPCT would also draw upon and help operationalize findings from the Task Force's user journey mapping efforts and referral network assessments. 	■ One of the primary purposes of creating a coordinated system of prevention is to streamline access to services and other resources across department program/ service portfolios and their systems of care. Drawing on and applying existing learnings and piloting identified best or emerging practices will help the County improve its service system model to center and serve clients.	 Coordination table

DIRECTIVE 2: FUNDING STREAMS ANALYSIS

A comprehensive Countywide funding streams analysis was conducted with information provided by impacted departments and reviewed by CEO Budget. The analysis details existing funding available for Countywide prevention services to support the implementation of a full-scale Countywide coordinated prevention strategy.

#	Recommendation	<u>Description</u>	<u>Rationale</u>	Contributing Sources
2a	Direct CEO, in coordination with PPCT, to strengthen the County's capabilities to conduct multi-departmental budget coordination and strategy, including the ability to braid/blend in order to leverage and maximize funding, and identify spending gaps to assist Board and departmental decision making. Adopted, 1/6/2023	 Need to update technological tools for budgeting and expand out County's budget management capabilities Resource and staff County departments to partner with CEO to conduct creative funding stream analysis (e.g., braiding and blending across departments) AND longer-term funding sustainability strategy Utilize findings from recommendation 4c activities to inform the budget coordination strategy 	 CEO budget staff and several County departments currently lack the technological and logistical abilities to easily organize and analyze annual budget data across multiple programs, hindering collaborative and long-term planning. While some strategic efforts exist surrounding a few specific funding sources or issue areas (e.g., FFPSA, CalAIM, CEO-HI), the County overall does not have the full expertise, capacity, and/or capability to conduct creative funding analyses – including uncovering underutilized sources and blending funding to extend their use, especially across departments. 	 Funding Streams Analysis Stakeholder conversations (including CEO Budget and dept staff; CEO-HI)
2b	Direct CEO to create a Countywide Prevention and Promotion Budget. Adopted, 1/6/2023	 Utilizing the program inventory in developed through the Task Force's funding streams analysis, direct CEO Budget and/or PPCT to compile an off-cycle prevention budget to analyze and plan how the County funds across the array of prevention and promotion services Needs to plan for, anticipate, and help the Board act on changes in funding (e.g., due to federal or state policy or an economic recession), including risks and opportunities 	 Enables departments, CEO, PPCT, and other relevant coordinating bodies to identify, plan, and advocate for policy, programmatic, and funding changes to address under resourced prevention and promotion needs An endeavor of this size requires a longer-term and sustainable cycle beyond just annual budget reviews across individual departments 	 Funding Streams Analysis Stakeholder conversations

DIRECTIVE 3: COMMUNITY-BASED SERVICE DELIVERY SYSTEM

The Task Force conducted multiple activities to develop recommendations for how the County can strengthen, effectuate, and center community-based service delivery across its prevention and promotion system.

<u>#</u>	<u>Recommendation</u>	<u>Description</u>	<u>Rationale</u>	Contributing Sources
3a	Support CIO – in consultation with CEO and County Counsel – to collaborate with departments in developing strategies to further their work on the Countywide information, referral, and connection platform and similar efforts to develop next steps to streamline and address navigation and access barriers across the County's service portfolio.	 Apply findings (technological, logistical, and equity-related) to strengthen communication platforms and systems that can support client referrals to programs/services that meet their unique needs. PPCT can assist CIO in documentation of these lessons learned and consolidate them with findings from the Task Force's community engagement process and user journey mapping. 	 Current referral systems that exist do not always meet the needs of clients (e.g., due to quickly outdated, solely online platforms, limited language capacity). This is an opportunity to gather and apply lessons learned for the procurement or creation of innovative solutions, including but not limited to call center, online, and/or navigator (e.g., Promotoras, cultural brokers) models. 	■ Coordination table

#	Recommendation	<u>Description</u>	Rationale	Contributing Sources
3b	Direct ARDI to identify barriers to compensating Community Members with Lived Expertise and develop a set of equitable guidelines or recommendations that departments could adopt to increasingly involve members with lived expertise in policy and program development. Adopted, 11/4/2022	 In partnership with the Stakeholder Engagement Workgroup, develop a policy for Countywide adoption that builds upon the Los Angeles County Stakeholder Compensation Guidance and directs minimum standard practices for the procurement and deployment of resources needed to compensate and support community members; implement adopted policy. Importantly, any policies developed should be considered as minimum practices, to ensure that departments continue to have the flexibility to creatively partner and work with their community members in novel and most robust ways. Guidelines should include considerations for appropriate and equitable compensation relating to varying levels of activity, intensity, and requirements for participation, including consideration toward individuals who may relive traumatic experiences, etc. 	 Stakeholder compensation is a necessary component of democratizing a participatory government. A Countywide approach would standardize and provide departments with minimum expectations and a process to engage residents and other community stakeholders in the co-creation of policies, programs, and services and appropriately and fairly compensate them for their participation across a spectrum of activities and intensity levels. 	■ Coordination table ■ Framework table
3c	Direct ARDI to support departments in order to identify opportunities to strengthen and enhance delivery of County prevention and promotion services in partnership with community-based service providers who are better equipped to serve communities. Adopted, 11/4/2022	 Identify and catalog the County's and community provider's capacity to provide culturally appropriate prevention and promotion programs/services; make recommendations based on findings. Examine the most effective pathway(s), delivery entities, and administration of programs and services in collaboration with community service providers to achieve positive outcomes. This includes identifying best practices to support CBOs doing the work (e.g., resources, etc.). 	 CBOs may be better positioned than County to provide services, particularly to communities that County may be ill equipped to serve due to language access issues, geographic isolation, heightened distrust of government, etc. 	 Coordination table Framework table

DIRECTIVE 4: PREVENTION METRICS AND DATA INTEGRATION

The Task Force developed a set of 12 prevention and promotion outcomes to reflect how County residents' lives would improve after receiving prevention and promotion services. Relatedly, the Task Force also identified current challenges in data sharing and integration as an operational barrier hindering both coordinated and community-based service delivery.

<u>#</u>	Recommendation	<u>Description</u>	<u>Rationale</u>	Contributing Sources
4a	Adopt a common set of Prevention and Promotion Outcomes to monitor progress (i.e., monitoring both well-being and thriving as well as the efficacy of our prevention and promotion services). Adopted, 12/16/2022	 Twelve priority outcomes that the County wishes to increase or reduce in people's lives, especially those connected to major positive or negative outcomes later in life. These outcomes should be broadly prevalent, "inherently good," and fall within the County's sphere of influence These should build upon and integrate existing efforts underway to measure prevention and promotion throughout the County The first five outcomes selected are derived from the County's Racial Equity Strategic Plan and have already been adopted by the Board of Supervisors. Identify resource needs at the department and community level to better track and implement metrics Begin to utilize these outcomes (+ their contributing outcomes) by identifying new and existing programs or services to invest in in order to improve the outcomes (related to Recommendations 2a,2b on strategic funding/budgeting on prevention) 	 Desire to measure progress over time ensure that LA County residents' lives are improving over time on a macro-scale Enhances our ability to measure whether County residents' lives are improving upon receipt of prevention services – potentially at both macro and micro level Further informs budget and funding priorities based on which outcomes are seeing improvement or decline 	Disproportionality table

<u>#</u>	Recommendation	<u>Description</u>	Rationale	Contributing Sources
4b	Direct CEO to identify dedicated resources to support CIO, County Counsel, and department leads to develop cross-departmental data sharing/integration plans for specific service areas. Adopted, 11/4/2022	 These data sharing/integration plans could build on existing CIO initiatives and learnings, and would: Identify specific use cases for data and information sharing, as well as examples of missed opportunities, within the current state, where data sharing/integration could benefit our clients Strengthen use of CIO platforms to integrate client-level data across systems for shared metrics & outcomes tracking Develop policy advocacy agenda to push for changes in data/information regulations at the federal/state levels, as needed Identify data and outcomes needed to enable cost-benefit analyses of the County for specific programs and investments SOC initiative may pilot this with CIO to launch a data sharing/integration plan for children and families 	 As it stands, limited data sharing and integration significantly hinders County's ability to assist individuals to navigate across services, including accessing the programs that may support them and that they are eligible to receive. Especially if County services and programs are increasingly contracted or implemented through community-based service providers, we need to have robust technological capabilities to ensure individuals are fully connected to a holistic system of care. 	 Coordination table Stakeholder conversations (e.g., CIO)

Prevention Services Task Force DETAILED VOTING RECORD

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= Absent				60		nda	PPCT: reg/legal barriers	PPCT: resource navigation	wide	otion	CIO - info/referral platform	ber guidelines	lorgs	Prevention/Promotion life course outcomes		Ghaly/McClaire Is below table)¹	on by Sereseres/Miller details below table)²	Motion by McClaire/Bridges (see details below table)³
*Asterisks indicate votes by				Guiding Principles		PPCT: policy agenda	egal b	urce n	Enhanced Countywide budget capabilities	Prevention/Promotion Budget	əferral	Community Member compensation & guid	Partnerships with community-based orgs	Prevention/Promo course outcomes	sharing and ration	haly/M below	ereser below	1cClair below
alternate members		_		ing Prii		: polic	: reg/l	: reso	nced (et cap	ention/ let	info/r	Community Mem compensation &	nunity	ention, se out	Data sharin integration	Motion by Gha (see details bel	on by So details	on by N details
		Vision	Model	Guidi	PPCT	PPCT	PPCT	PPCT	Enha budg	Preve Budg	- OIO	Comr	Partr	Preve	Data integ		Moti (see	
Recommendation		1a	1b	1c	1d	1e	1f	1g	2a	2b	3a	3b	3c	4a	4b	submiss	ons relati ions to th	e Board
	Meeting Date	11/4/22	12/16/22	11/4/22	1/6/23	1/6/23	1/6/23	1/6/23	1/6/23	1/6/23	11/4/22	11/4/22	11/4/22	12/16/22	11/4/22	3/10/23	3/10/23	3/10/23
Justice, Care, & Opportunities Department	Songhai Armstead *Gina Eachus **Shelby King	YES*	YES**	YES*	YES*	YES*	YES*	YES*	YES*	ABSTAIN*	YES*	YES*	YES*	YES**	YES*	YES*	YES*	ABSTAIN*
Community Member with Lived Expertise	Carlos Benavides	YES		YES							YES	YES	YES		YES	ABSTAIN	YES	YES
Community Member with Lived Expertise	Yahniie Bridges	YES	ABSTAIN	YES							YES	YES	YES	ABSTAIN	YES	N0	YES	YES
Department of Mental Health	Robert Byrd	YES	YES	YES	YES	YES	YES	YES	YES	ABSTAIN	YES	YES	YES	YES	YES	ABSTAIN	YES	YES
Department of Public Social Services	Jackie Contreras	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	N0	YES	YES
Department of Public Health	Barbara Ferrer *Megan McClaire	YES*	ABSTAIN*	YES*	ABSTAIN*	ABSTAIN*	ABSTAIN*	ABSTAIN*	ABSTAIN*	ABSTAIN*	YES*	YES*	YES*	YES*	YES*	YES*	YES*	N0*
LA County Office of Education	Alicia L. Garoupa	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO	YES	YES
Department of Health Services	Christina Ghaly *Nina Park	YES	ABSTAIN	YES	N0*	N0*	N0*	N0*	ABSTAIN*	ABSTAIN*	YES	YES	YES	YES	YES	YES	YES	N0
UCLA Pritzker Center	Tyrone Howard																	
Commission for Children & Families	Tamara Hunter *Jacquelyn McCroskey	YES	YES*	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES*	YES	NO	YES	YES
Department of Economic Opportunity	Kelly LoBianco	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	N0	YES	YES
LA County Development Authority	Tracie Mann *Darlene Aikens **Myk'l Williams	YES*	YES*	YES*	ABSTAIN**	ABSTAIN**	ABSTAIN**	ABSTAIN**	ABSTAIN**	ABSTAIN**	YES*	YES*	YES*	YES*	YES*			
Office of Child Protection	Minsun Meeker	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	ABSTAIN	YES	YES
CEO - Poverty Alleviation Initiative	Carrie Miller	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO	YES	YES
Department of Children and Family Services	Angela Parks-Pyles *Ramona Merchan	YES*	YES	YES*	YES	YES	YES	YES	YES	ABSTAIN	YES*	YES*	YES*	YES	YES*	ABSTAIN	YES	YES
Los Angeles Homeless Services Authority	Kiara Payne		YES											YES			YES	YES
Youth Commission	Erica Reynoso (up to 1/6/23) Tiara Summers *Tery Ton	ABSTAIN* ABSTAIN* ABSTAIN* ABSTAIN* ABSTAIN*																
CEO - Anti-Racism, Diversity, & Inclusion Initiative	D'Artagnan Scorza	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO	YES	YES
Community Member with Lived Expertise	Fran Sereseres	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	ABSTAIN	YES	YES
CEO - Homeless Initiative	Cheri Todoroff *Ashlee Oh	YES	YES	YES	YES*	YES*	YES*	YES*	YES*	ABSTAIN*	YES	YES	YES	YES	YES	N0*	YES*	YES*
Aging & Disabilities Department	Laura Trejo *Solomon Shibeshi	YES*	YES	YES*	YES	YES	YES	YES	YES	YES	YES*	YES*	YES*	YES	YES*	YES	YES	ABSTAIN
First 5 Los Angeles	John Wagner *Anna Potere	YES	ABSTAIN*	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	ABSTAIN*	YES	NO	YES	YES
	YES % (of present members)	100%	84%	100%	78%	78%	78%	78%	78%	56%	100%	100%	100%	79%	100%	22%	100%	79%

 ^{3/10/23} Motion by Member Ghaly (seconded by Alternate Member McClaire) to only present the 14 recommendations, voting record, and executive summary.
 3/10/23 Motion by Member Sereseres (seconded by Member Miller) to submit a report back to the Board, inclusive of 3 attachments: 1) the executive summary, 2) recommendations with detailed voting record, and 3) remaining context and its associated exhibits after the group agreed to content changes in the 3/10/23 meeting.
 3/10/23 Motion by Alternate Member McClaire (seconded by Member Bridges) to accept and approve the Third Attachment with the content changes discussed during 3/10/23 meeting.