COUNTY OF LOS ANGELES
OFFICE OF CHILD PROTECTION

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 383
LOS ANGELES, CALIFORNIA 90012
(213) 893-2010

JUDGE MICHAEL NASH (RET.)
EXECUTIVE DIRECTOR

MEMBERS OF THE BOARD

HILDA L. SOLIS
MARK RIDLEY-THOMAS
SHEILA KUEHL
JANICE HAHN
KATHYRN BARGER

September 10, 2018

To: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Judge Michael Nash (Ret.)
Executive Director, Office of Child Protection

A PREVENTION PLAN FOR LOS ANGELES COUNTY . . . ONE YEAR LATER

On June 25, 2013, the Board of Supervisors (Board) established the Los Angeles County Blue Ribbon Commission on Child Protection (BRCCP) to review previous child welfare system reform efforts, barriers to effective systemic performance, and policies and practices within the system. On June 10, 2014, the Board adopted the recommendations contained within the BRCCP final report, *The Road to Safety for Our Children*, and took action to establish the Office of Child Protection (OCP) to prioritize and improve child safety through better communication, coordination, and accountability across agencies involved in the child protection network.

One of the BRCCP's recommendations was to "develop a comprehensive prevention plan to reduce child abuse and neglect," and the OCP submitted that plan—*Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County*—to the Board on June 30, 2017. Today, the OCP is pleased to submit a one-year update on strides made by all of its many partners toward implementing that plan's seven strategies:

1. Map out and then weave together existing prevention networks.
2. Expand the capacity of the Prevention & Aftercare networks.
3. Create a universal home-visitation system.
4. Improve access to early care and education programs.
5. Monitor the overall well-being of communities.
6. Develop standardized measures of prevention to evaluate our efforts.
7. Implement prevention strategies identified by County departments.

Our update report, "*Paving the Road to Safety for Our Children: Los Angeles County's Prevention Plan*, One Year Later . . " is included as Attachment I to this memo. It details progress in the action strategies listed in the original plan (Attachment II), along with the status of the specific commitments toward prevention made by Los Angeles County Departments, whether fully accomplished or still underway.

Highlights include:

- The Department of Public Health (DPH) released the County's plan for home visiting expansion in July 2018—*Strengthening Home Visiting in Los Angeles County: A Comprehensive Plan to Improve Child, Family, and Community Well-Being*.

  This plan lays out the vision for creating universally available home visiting programs for all new mothers interested in participating, expanding evidence-based programs for families at risk of Department of Children and Family Services (DCFS) involvement and poor health outcomes, providing universal postpartum support and screenings, and improving the coordination infrastructure to ensure that at-risk families connect timely to the right program. The plan also includes a countywide data-tracking framework, workforce-strengthening investments, and the identification of funding growth and sustainability opportunities.

- In June 2018, a pilot project launched between the DCFS Child Protection Hotline and the Prevention and Aftercare networks (P&As) to serve families referred to the Hotline whose concerns do not warrant an investigation, but where an identified need exists that could be addressed through community-based prevention supports.

  Six of the 10 agencies involved reported a quadrupling (or more) of Hotline referrals during the pilot's first month when compared to the month before.

- In conjunction with DCFS, Probation, the Department of Public Social Services (DPSS), and the Children's Law Center, Workforce Development, Aging and Community Services (WDACS) launched a new referral process in July 2018 to workforce services for AB 12 youth at age 19 (DCFS non-minor dependents, for instance), ensuring that the court requires their participation and prioritizing referrals for other family members in need of employment, in support of the DCFS case plan.

- Probation and the Public Library have partnered to provide literacy/education programming and prosocial adult support to youth, offered after school, on weekends, and over school breaks in non-traditional locations like area offices, mobile neighborhood book clubs, parks, and juvenile day reporting centers.

  Youth can also secure paid internships that can lead to viable career paths and/or higher education opportunities. Dedicated resources (art, literacy, technology, and teen and adult learning labs) are also made available for family members. The program launched last month and will expand over the next few months.

As you will see in the attached report, a significant amount of work is underway to implement the prevention plan. The work highlighted is the direct result of the tremendous efforts of our partners, including community stakeholders, County Departments, advocates, universities, commissioners, philanthropy, and others who made all of this possible. It is their dedication to promoting prevention and owning the role they each play in moving it forward that has contributed to the success of this plan so far. We look forward to continuing the good work with all of them.

If you have any questions, please contact me at (213) 893-1152 or by email at mnash@ocp.lacounty.gov, or your staff may contact Carrie Miller at (213) 893-0862 or by email at cmiller@ocp.lacounty.gov.

MN:CDM:eih

Attachments (2)

c: Chief Executive Office
Executive Office, Board of Supervisors
Child Support Services
Children and Family Services
Commission for Children and Families
County Counsel
County Office of Education
Health Agency
Health Services
Mental Health
Parks and Recreation
Probation
Public Health
Public Library
Public Social Services
Workforce Development, Aging and Community Services
First 5 LA
OCP Prevention Workgroup

ATTACHMENT I

Paving the Road to Safety for Our Children: Los Angeles County's Prevention Plan

One Year Later . . .

Los Angeles County

Office of Child Protection

500 West Temple Street, Room 383
Los Angeles, CA 90012
(213) 893-2010 | childprotection@lacounty.gov

Table of Contents

Table of Contents i

Executive Summary 1

Key Accomplishments 1

Connecting to and Expanding Community-Based Supports 1

Creating a Universal Home Visiting Model 1

Developing an Efficient Early Care and Education System 2

Understanding the Needs of our Diverse Communities 2

Measuring our Prevention Efforts 2

Key Efforts of County Departments 2

Expanding Access to Home Visiting Programs 3

Connecting Youth to Workforce Opportunities 3

Promoting Parent/Child Bonding and Early Literacy 3

Strengthening Parenting Skills 4

Expanding Community Resources 4

Preventing or Reducing Teen Involvement in the Juvenile Justice System 4

Introduction 5

Where We Are Today 6

Action Plan Strategies 6

Los Angeles County Department Commitments to and Efforts in Prevention 12

Department of Public Health (DPH) 12

Department of Mental Health (DMH) 15

Department of Children and Family Services (DCFS) 16

Department of Public Social Services (DPSS) 17

Workforce Development, Aging, and Community Services (WDACS) 19

Child Support Services Department (CSSD) 21

Public Library 22

Department of Parks and Recreation (DPR) 24

Department of Health Services (DHS) 26

Probation Department 27

Los Angeles County Office of Education (LACOE) 30

Where We Go From Here 33

Conclusion 33

Abbreviations 34

Executive Summary

A year ago, the Los Angeles County Office of Child Protection (OCP) released a report titled *Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County* (June 2017). Creating this plan was a collaborative effort across a wide variety of stakeholders that included community providers, advocates, County departments, universities, nonprofit organizations, philanthropy, school districts, former foster youth, and parent partners, with significant contributions from First 5 LA and the Children's Data Network. *Paving the Road* is the OCP's blueprint for partnering with the Los Angeles region's diverse communities to coordinate and expand existing prevention-focused networks to further strengthen families, prevent child maltreatment, and reduce unnecessary burdens on the child welfare system.

A year later, we are well underway with implementing this plan. Stakeholder workgroups that align with each of the plan's action strategies are fully established and tackling their specific charges. What follows is a sample of key activities and developments discussed in the full report that have been achieved so far.

Key Accomplishments

Connecting to and Expanding Community-Based Supports

- In June 2018, the Board of Supervisors approved the expansion of the existing Prevention and Aftercare (P&A) network contracts over the next two years, using $19.6 million in Department of Mental Health (DMH) Mental Health Services Act Prevention and Early Intervention (MHSA-PEI) funding for the networks to be trained in and provide healing-informed (formerly trauma-informed) services to families. The OCP added $600,000 for the networks to provide supports and services to families identified by the Department of Children and Family Services' (DCFS') Child Protection Hotline who do not meet the threshold for an investigation, but who could benefit from being connected to community prevention supports.

- In June 2018, a pilot project launched between the Child Protection Hotline and the P&As to serve families referred to the Hotline whose concerns do not warrant an investigation, but where an identified need exists that could be addressed through community-based prevention supports. Six of the 10 agencies involved reported a quadrupling (or more) of Hotline referrals during the pilot's first month when compared to the month before.

Creating a Universal Home Visiting Model

The Department of Public Health (DPH) released the County's plan for home visiting expansion in July 2018—*Strengthening Home Visiting in Los Angeles County: A Comprehensive Plan to Improve Child, Family, and Community Well-Being*. This plan lays out the vision for creating universally available home visiting programs for all new mothers interested in participating, expanding evidence-based programs for families at risk of DCFS involvement and poor health outcomes, providing universal postpartum support and screenings, and improving the coordi-

nation infrastructure to ensure that at-risk families connect timely to the right program. The plan also includes a countywide data-tracking framework, workforce-strengthening investments, and the identification of funding growth and sustainability opportunities.

Developing an Efficient Early Care and Education System

The OCP recently secured a matching grant from the Los Angeles County Quality and Productivity Commission to conduct a comprehensive fiscal analysis of early care and education programs across the county as a first step to replicating a promising-practice model here. This fiscal analysis, which begins in October 2018, will leverage data being collected by the Nonprofit Finance Fund through support from the California Community Foundation and First 5 LA. The resulting report will not only provide us with a first-ever thorough understanding of the early care and education funding landscape in Los Angeles County (and the gap between available funding and unmet needs), it will also serve as a roadmap for what the County can do to maximize resources and create a more efficient and effective system.

Understanding the Needs of our Diverse Communities

A Portrait of Los Angeles County, a report capturing countywide health, education, and income-stability data and calculating Human Development Index scores for cities and neighborhoods throughout the region, was released in November 2017. This report was developed by Measure of America in partnership with a wide variety of stakeholders—multiple philanthropic organizations, County departments and commissions, city departments, community stakeholders, universities, data scientists, policy and advocacy groups, business leaders, elected officials, community-based organizations, and others. It is helping us more specifically target family-strengthening prevention efforts in different communities and to apply a consistent way of measuring economic stability, which community providers participating in the OCP's 2016 "listening tour" identified as a need.

Measuring our Prevention Efforts

A three-day workshop will be held this month to develop a road map for implementing a performance-measurement system for tracking prevention-related progress and outcomes. It will be led by the Chief Information Office (CIO) and Socrata (a company specializing in data-driven innovation government programs) and involve multiple County departments and partner organizations.

Key Efforts of County Departments

This one-year update also includes information on the progress of commitments to advance prevention work made by multiple County departments last year, including the departments of Public Health, Mental Health, Children and Family Services, Public Social Services (DPSS), Workforce Development, Aging, and Community Services (WDACS), Child Support Services (CSSD), Public Library, Parks and Recreation (DPR), Health Services (DHS), Probation, and the Los Angeles County Office of Education (LACOE).

Expanding Access to Home Visiting Programs

- DPH has partnered with DMH and First 5 LA to expand the home visiting programs of *Healthy Families America* and *Parents as Teachers* in all Best Start and neighboring communities, providing families with support and resources aimed at reducing child maltreatment, improving parent-child interactions and children's social-emotional well-being, and promoting children's school readiness. Expanded services are expected to begin this month.

- DPSS, SHIELDS for Families, Inc., First 5 LA, DPH, Children's Data Network, and the Center for Strategic Public-Private Partnerships have together developed a pilot project for connecting families to home visiting and other prevention services; it was launched in DPSS' GAIN Region V office in South County in November 2017. Fifty families have since enrolled in home visiting programs (the target set for this pilot), with an additional 47 families being connected to various other resources. The supports received by both sets of families include basic needs (e.g., food, diapers, household items), concrete needs (e.g., furniture, rental assistance, clothing), housing, and education/employment.

Connecting Youth to Workforce Opportunities

- In August 2017, WDACS and the Los Angeles Unified School District (LAUSD) partnered to outstation three LAUSD counselors in the Southeast Los Angeles and East Los Angeles America's Job Centers of California (AJCC) offices, resulting in over 500 disconnected youth being identified for services who may otherwise have gone undetected.

- In conjunction with DCFS, Probation, DPSS, and the Children's Law Center, WDACS launched a new referral process in July 2018 to workforce services for AB 12 youth at age 19 (DCFS non-minor dependents, for instance), ensuring that the court requires their participation and prioritizing referrals for other family members in need of employment, in support of the DCFS case plan.

Promoting Parent/Child Bonding and Early Literacy

- The Public Library expanded its Family Place programming—building strong bonds between children and their parents while promoting early literacy and connecting families to resources and services—to 84 of its library locations. Family Place parent/child workshops feature community resource specialists (a nutritionist, pediatrician, behaviorist, etc.) who meet informally with parents to offer additional services and resources, as requested.

- In May 2018, the Library launched a new outreach program, The Reading Machine, in partnership with other County entities—DMH, LACOE, and the OCP—to provide mobile early literacy and caregiver-support services. The program teaches caregivers to engage in meaningful play activities that help them identify developmental issues with their young children, and offers information on additional available County services. Two vehicles visit day-care and home day-care locations in the nine communities of Lancaster, Lake Los Angeles, San Fernando, Bell, El Monte, Compton, Florence, South Whittier, and Hawaiian Gardens.

Strengthening Parenting Skills

DPR received $1 million from Probation to launch an Enhanced Parent Project that teaches parenting skills and how to develop plans for managing behavioral problems. Starting in June 2018, the 10-week program is offered one night a week at the Sunshine, El Cariso, Loma Alta, Roosevelt, and Mayberry Parks through June 2019.

Expanding Community Resources

With strong support from the CEO and the Board of Supervisors, DMH, Probation, DCFS, and DPH provided two years of funding to expand DPR's Parks After Dark program—which builds social cohesion, connects families to resources, decreases crime, and builds resilient communities—from 23 to 33 parks and include winter and spring programming.

Preventing or Reducing Teen Involvement in the Juvenile Justice System

- In August 2018, DHS and Probation together launched the Whole Person Care (WPC) Juvenile Re-Entry pilot program that helps smooth transitions for youth released from Probation's juvenile halls and camps by identifying their needs and working to improve their social and behavioral determinants of health. Pilot staff assess youth needs, develop post-release care plans with youth and their families, assist with reinstating youths' Medi-Cal benefits, and provide aftercare services for six to nine months post-release.

- Probation and the Public Library have partnered to provide literacy/education programming and prosocial adult support to youth, offered after school, on weekends, and over school breaks in non-traditional locations like area offices, mobile neighborhood book clubs, parks, and juvenile day reporting centers. Youth can also secure paid internships that can lead to viable career paths and/or higher education opportunities. Dedicated resources (art, literacy, technology, and teen and adult learning labs) are also made available for family members. The program launched last month and will expand over the next few months.

While we are energized by the progress that has been made so far, we know there is much more to do. We are motivated to continue collaborating with all of our partners and stakeholders who have been so passionate and dedicated in moving this work forward to see how far we can go and how high we can reach. The road ahead is long, but our children and families deserve nothing less.

Introduction

A year ago, the Los Angeles County Office of Child Protection (OCP) released a report entitled *Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County* (June 2017). Creating this plan was very much a collaborative effort across a wide variety of key stakeholders that included community providers, advocates, County departments, universities, nonprofit organizations, philanthropy, school districts, former foster youth, and parent partners, with significant contributions from First 5 LA and the Children's Data Network. It is our blueprint for partnering with the Los Angeles region's diverse communities to coordinate and expand existing prevention-focused networks to further strengthen families, prevent child maltreatment, and reduce unnecessary burdens on the child welfare system.

While *Paving the Road* focuses on the family supports and services shown to have a positive effect on preventing child maltreatment, it is admittedly a starting place. Our goal is to expand community-based prevention efforts more broadly over time.

We believe that connecting families early on to positive family supports will reduce the number of children and families touched by the child welfare system, as well as decrease the length and intensity of interactions for those who must be involved. By lessening families' contact with child welfare, we also hope to limit their involvement with other systems.

The definition of "prevention" we use includes:

- Support for concrete needs like food and housing
- Opportunities for social, recreational, and community connections that reduce isolation and build personal support systems
- Access to economic and employment prospects
- Assistance in navigating the broad and often confusing array of available education, health, mental health, and other services

We want to encourage a culture where communities are equipped to provide families the types of support and connections that reduce their need for more intensive services, and where it is both accepted and expected for families to reach out for help when necessary.

Informed by research, experiences across the County, and best practices, *Paving the Road* presented key opportunities for leveraging existing partnerships to prevent child maltreatment. We were not attempting to create a whole new system of supports, but rather strategically connecting and leveraging what is known to have a positive effect on prevention that already exists in our communities.

Our premise is that all partners must "own" prevention and recognize their role in helping to achieve it, if we are ever going to make the kinds of expansive and lasting changes we all hope for.

Where We Are Today

One year after issuing *Paving the Road*, we are well underway with implementing that plan. Stakeholder workgroups that align with each of the strategies for action in the plan have been established and are tackling their specific charges: the *Networking the Networks* and *Measuring Prevention* workgroups are being led by First 5 LA; the *Expanding Home Visiting* workgroup is being led by the Department of Public Health (DPH); the *Expanding Early Care and Education* workgroup is being led by the Policy Roundtable for Child Care and Development; and the *Prevention and Aftercare Network (P&A) Capacity* and *Implementing the* Portrait of Los Angeles County *Report* workgroups are being led by the Office of Child Protection (OCP).

What follows is a summary of key activities and developments that have been achieved so far.

Action Plan Strategies

1) Map out and then weave together existing prevention networks.

Los Angeles County is home to a number of successful networks, including the P&As, Best Start community partnerships, the community child abuse prevention councils, the Medical Hubs, Health Neighborhoods, America's Job Centers of California (AJCCs), and other established and emerging groups with a similar family-strengthening focus. Along with enhancing important relationships identified by community partners, these networks can be both expanded and more deliberately connected with each other to focus on prevention. By bringing these providers together with faith-based organizations, home visiting programs, early education services, school districts, and other community entities, County leadership can support shared planning with communities and provide more seamless ways for families to access services before their issues can escalate. Community-based organizations and partners can play a critical role in building trust so that families are comfortable reaching out to those supports.

We are working with First 5 LA, DPH, the Department of Mental Health (DMH), the Department of Children and Family Services (DCFS), Workforce Development, Aging and Community Services (WDACS), the P&As, the Children's Data Network, and the Policy Roundtable for Child Care and Development to identify strategies for enhancing connections and coordination across existing prevention networks.

- A survey in both English and Spanish was disseminated in March 2018 to known prevention networks to learn more about both formally funded and informal networks, and to obtain data on factors that sustain them and inhibit their growth
    - An analysis of responses from the 70 network surveys received is being finalized to help our multiple partners understand what kinds of prevention networks currently exist, identify network overlaps and gaps in specific regions of the county, learn how the networks connect with each other, and discover what barriers prevent them from making meaningful connections with others.

- These 70 survey responses identified and mapped over 500 prevention-related entities throughout the County (e.g., collaboratives, agencies, and organizations).

➢ We will be convening these networks in each Service Planning Area (SPA) over the next several months to share these results, provide opportunities for these networks to network with each other, and discuss strategies for building connections across these networks that are sustainable over time.

2) Expand the capacity of the Prevention & Aftercare networks (P&As).

The P&A organizations are part of a critical web of providers across the county that effectively reach out to and engage parents, assisting them as they navigate often-complex systems of services. In so doing, providers develop relationships with these parents, building upon their natural assets through the Strengthening Families Approach.[1] Those relationships in turn create trusting environments that encourage parents to disclose family needs and access appropriate services earlier, as family stressors occur.

We are working with the P&As to help reach families that could benefit from earlier support and to expand the capacity of families served. Building blocks over the last year include:

➢ We worked with each of the P&A lead agencies to complete self-assessment surveys that were used to develop individual plans for each agency for strengthening their capacity and operations.

➢ In June 2018, the Board of Supervisors approved the expansion of the existing P&A contracts by $19.6 million in DMH Mental Health Services Act Prevention and Early Intervention (MHSA-PEI) funding, over the next two years, for the networks to be trained in and provide healing-informed (formerly trauma-informed) services to families. The OCP added $600,000 for the networks to provide supports and services to families identified by DCFS' Child Protection Hotline who do not meet the threshold for an investigation, but who could benefit from being connected to community prevention supports.

The curriculum for training the P&As in providing healing-informed supports and strengthening family engagement efforts has been developed and will be rolled out in the coming months.

➢ In June 2018, a pilot project launched between the DCFS Child Protection Hotline and the P&As to serve families referred to the Hotline whose concerns do not warrant an investigation, but where an identified need exists that could be addressed through community-based prevention supports (called the Community Prevention Linkages pilot).

[1] Child Welfare Information Gateway (2014). Protective factors approaches in child welfare. Washington, DC: U.S. Department of Health and Human Services.

- Preliminary data suggests that, since the pilot began, significantly more referrals are being made to the P&As for families who could benefit from community resources. Six of the 10 agencies involved reported a quadrupling (or more) of Hotline referrals during the pilot's first month when compared to the month before.

3) Create a universal home visiting system.

Home visiting programs connect to families at the very earliest stages possible, offering critical support to expecting and new parents. With a combination of parenting information, coaching, and connections to key services, home visiting has been proven to increase parenting skills, enhance child health and development, raise high school graduation rates, lessen juvenile justice involvement, and reduce child maltreatment.[2]

We are working with DPH, First 5 LA, DMH, DCFS, the Probation Department, Department of Health Services (DHS), Department of Public Social Services (DPSS), the Children's Data Network, the Center for Strategic Public-Private Partnerships (CSPPP), the Los Angeles Best Babies Network, and the LA County Perinatal and Early Childhood Home Visiting Consortium (Consortium) on expanding home visiting services available to vulnerable families.

- DPH released the County's plan for home visiting expansion in July 2018—*Strengthening Home Visiting in Los Angeles County: A Comprehensive Plan to Improve Child, Family, and Community Well-Being*. This plan lays out the vision for creating universally available home visiting programs for all new mothers who are interested in participating, including expanding evidence-based programs for families at risk of DCFS involvement and poor health outcomes, universal postpartum support and screenings, and improved coordination infrastructure to ensure that at-risk families connect timely to the right program. The plan also includes a countywide data-tracking framework, workforce-strengthening investments, and the identification of funding growth and sustainability opportunities.

  DMH and the Consortium have provided perinatal mental health training and supports (in accordance with the workforce-strengthening section of this plan) in five SPAs, and are preparing for additional trainings in the remaining three SPAs.

- DPH and First 5 LA completed the pilot-testing of processes to expand the number of providers that can bill Targeted Case Management (TCM) for their home visiting services, thus increasing the amount of Federal funding that Los Angeles County leverages. They are working to expand the implementation of TCM billing among all First 5 LA–funded home visiting grantees over the next year.

- DPH and DMH have submitted a budget request to the Board of Supervisors for allocating MHSA–PEI funding to expand home visiting capacity over the next two years; a Memorandum of Understanding (MOU) between these departments has been finalized.

[2] "Home Visiting." Children Now Issue Brief (2008). On high-school graduation rates, see, for example, *Research Spotlight on Success: Healthy Families America Promotes Child Health and Development*, Healthy Families America, www.healthyfamiliesamerica.org.

- Based on findings from a pilot project created in partnership with DPH and First 5 LA, DPSS is preparing an application for the State of California to access newly available funding to launch home visiting services for DPSS CalWORKs families.

4) Improve access to early care and education (ECE) programs.

High-quality early care and education programs (child care or preschool) that include support for families can also help to prevent maltreatment. For example, participants in the Chicago Parent Child program, which includes a half-day preschool program for three- and four-year olds along with comprehensive family services, had significantly lower rates of substantiated abuse and neglect.[3]

We are working with the Policy Roundtable for Child Care and Development, First 5 LA, the Child Care Alliance of Los Angeles, DCFS, DPH, the Commission for Children and Families, DMH, the Child Care Planning Committee, the Alliance for Children's Rights, the Advancement Project, the Southern California Chapter of the California Association for the Education of Young Children, the P&As, the Los Angeles County Office of Education (LACOE), the Los Angeles Unified School District (LAUSD), and others to create a roadmap for improving access to early care and education programs.

- We identified an innovative model in San Francisco for blending funding, coordinating services, and improving quality of care across the continuum of services that shows promise for replication.
    - The OCP recently secured a matching grant from the Los Angeles County Quality and Productivity Commission to conduct a comprehensive financial landscape of early care and education programs across Los Angeles County as a first step to replicating this model in Los Angeles.
    - This fiscal analysis, which begins in October 2018, will leverage data being collected by the Nonprofit Finance Fund through support from the California Community Foundation and First 5 LA; the final report will be released in June 2019.
    - The report will not only provide us with a first-ever large-scale analysis of the early care and education funding landscape in Los Angeles County (and the gap between available funding and unmet needs), it will also serve as a roadmap for what the County can do to maximize resources and create a more efficient and effective system.
- In partnership with the Child Care Alliance of Los Angeles and the Policy Roundtable for Child Care and Development, DCFS launched the Emergency Child Care Bridge Program designed to enhance safety, permanency, well-being, and placement stability by ensuring access to time-limited emergency child care services for children ages birth to five years and their siblings with licensed and license-exempt child care providers located in Los Angeles

[3] Reynolds, A.J., Mathieson, L.C., & Topitzes, J.W. (2009). "Do Early Childhood Interventions Prevent Child Maltreatment? A Review of Research." *Child Maltreatment*.

County. Eligible caregivers include resource parents and parenting teens/non-minor dependents under DCFS supervision who attend school or a vocational training program, whether or not their children are also under DCFS supervision. This program was implemented countywide last month.

5) Monitor the overall well-being of communities.

As we developed the prevention plan during 2016, we heard on our "listening tour" of key community providers that, when we are building stronger families, it's important to understand that children live in families, and families live in communities. If we are to be successful in implementing any comprehensive prevention strategy, we need to recognize how communities are functioning so that we can effectively build on their existing strengths and identify ways of addressing their specific challenges.

A Portrait of Los Angeles County, a report capturing countywide health, education, and income-stability data and calculating Human Development Index scores for cities and neighborhoods throughout the region, was released in November 2017. This report was developed by Measure of America in partnership with a wide variety of stakeholders—multiple philanthropic organizations, County departments and commissions, city departments, community stakeholders, universities, data scientists, policy and advocacy groups, business leaders, elected officials, community-based organizations, and others. It is helping us more specifically target family-strengthening prevention efforts in different communities and to apply a consistent way of measuring economic stability, which community providers identified as a need.

- A launch event attended by over 170 community, civic, and philanthropic partners was held in November 2017, to discuss the *Portrait*'s key findings and how its data will be used by partners in their planning processes.

  We are working with various entities—including the Chief Executive Office (CEO), the City of Los Angeles, First 5 LA, DPH, DCFS, WDACS, Public Library, the Department of Parks and Recreation, the Probation Department, DPSS, the Los Angeles Housing Services Authority (LAHSA), the Children's Data Network, LACOE, CSPPP, Policy Roundtable for Child Care and Development, Child Care Planning Committee, Healthy Design Workgroup Grants Committee, Equity Workgroup, Weingart Foundation, Southern California Grantmakers, and the Center for Financial Empowerment, among others—to support implementation of the *Portrait*'s recommendations and to gather ideas for more effective community building.

- Through support from the Los Angeles County Quality and Productivity Commission, strategic engagement and outreach activities have continued with groups and agencies that address all 10 of the priority investment areas identified in the report. The report has been disseminated to approximately 2,000 programs or organizations since its release, and the data is being added to the County's Open Data Portal. Some uses of the *Portrait* include:

  - The Department of Parks and Recreation is using the report findings to identify communities that would benefit most from expanded park access and programming.

- LACOE is overlaying the county's school-district boundaries with report findings for 106 regional areas and is using this data in its planning efforts around community schools.
- The Los Angeles County Arts Commission is using the report findings to complete an analysis demonstrating how arts-education funding correlates with Human Development Index scores (the scoring algorithm used in the report).
- The Community Development Commission used the report to help with its assessment of impediments to accessing housing and compliance with the Fair Housing Act, as well as for the development of the County's 2018–2023 Consolidated Plan.
- Report findings and recommendations involving early care and education were presented to the LAUSD Board of Education as part of its planning session on expanding high-quality early childhood education programs. As a result of this and other presentations, the school board approved the opening of 16 new early learning centers throughout the district for this new school year.

➢ An inventory of key efforts underway that address the 10 priority investment areas identified in the report is being completed to serve as a guide for how future investments may be most effectively made.

6) Develop standardized measures of prevention to evaluate our efforts.

As we intentionally connect and strengthen community-based networks, we must find ways to measure our efforts. Developing consensus on key measures is essential to knowing whether our shared efforts are having the desired effect of preventing child maltreatment. Tracking and regularly discussing shared data points can also help us understand which investments work most effectively and help to share the stories of successful prevention efforts. Because departments, disciplines, or groups may approach prevention from different perspectives, it is especially important that we develop a shared vocabulary and agreement on desired outcomes and measures.

In addition to traditional measures of system performance, we have begun to incorporate into our outcomes measurement the seven protective factors that strengthen families. These protective factors are important because they directly address residents' experiences at the community level, and they help us to understand the extent to which specific services support and strengthen families. They have been used for some time to help assess outcomes for families receiving some County-contracted services, and they provide helpful information on which families benefit most from different types, intensities, and durations of services and supports.

We are working with First 5 LA, DMH, DCFS, Children's Data Network, CEO, DPH, DHS, LACOE, and other data experts to develop standardized measures of prevention to evaluate the effectiveness of prevention-plan implementation efforts.

➢ A draft set of prevention measures has been developed across the outcome areas of pregnancy and early life health, safe children, child well-being, strong families, strong

communities, and cost savings/avoidance, along with a draft set of metrics and data sources for measuring them.

- A three-day workshop will be held this month to develop a road map for implementing a performance-measurement system for tracking prevention-related progress and outcomes. It will be led by the Chief Information Office (CIO) and Socrata (a company specializing in data-driven innovation government programs) and involve multiple County departments and partner organizations.

- Once these measures are finalized, we will begin collecting data across our partners so we can understand and improve our prevention strategies.

Los Angeles County Department Commitments to and Efforts in Prevention

Listed below are the commitments each County department made last year to advance our joint work on prevention, and the progress they have made on those commitments to date.

Department of Public Health (DPH)

- **The department will report back to the Board of Supervisors on ways to make voluntary home visiting services universally available across Los Angeles County.**

  Completed: As described on page 8, DPH, in partnership with the Expanding Home Visiting Workgroup, submitted to the Board of Supervisors the County's plan for home visiting expansion in July 2018—*Strengthening Home Visiting in Los Angeles County: A Comprehensive Plan to Improve Child, Family, and Community Well-Being*. The report summarizes findings on the six key elements outlined in the December 2016 motion from the Board and proposes next steps for DPH, other County departments, the business and philanthropic communities, and other key stakeholders to advance a coordinated system of home visiting programs in Los Angeles County, including a coordinated referral system, countywide infrastructure, and financing opportunities.

- **DPH will connect its SPA-based Area Health Officers to the P&A providers for each Service Planning Area (SPA) to strengthen their relationships with these networks.**

  Update: The Area Health Officers will start working with the OCP to connect to the P&A provider networks this fall.

- **DPH is connecting to the emerging consortia of the Department of Mental Health's Health Neighborhood (HN) networks.**

  Completed: HN is a countywide initiative led by DMH to build health equity though integrated care and community collaboration. Its goals are to enhance access to services, increase care coordination among clinical and community providers to improve the quality of care, and improve the health and well-being of neighborhood residents. Since the development of HN, DPH has led the creation of the Center for Health Equity (CHE), a

Health Agency initiative, in partnership with DMH and the Department of Health Services (DHS). CHE was launched in October 2017 and strives to advance racial, social, economic, and environmental justice in partnership with committed County partners, local organizations, and community members. CHE will augment the work of HNs and existing health equity efforts in communities to:

- Identify, adopt and disseminate best health-equity practices
- Connect, coordinate, and collaborate on health-equity–related work
- Increase collective capacity and commitment to create an inclusive, just, and respectful County

CHE held six community listening sessions in 2017 and 2018 to gather community input on priorities and strategies that are informing the development of its five-year action plan. Five key areas identified for investment are: infant mortality, sexually transmitted infections, cultural and linguistic competency, environmental justice, and HNs.

DMH and DPH will work together to support the development of action-oriented plans for HNs. Additionally, DPH will continue to attend HN coalition meetings, connect HN coalitions to appropriate expertise within the department, provide information on relevant countywide initiatives, share priorities and insights elevated by community partners, and link HNs to aftercare networks and DPH Area Health Officers.

- **DPH will work with DMH to enhance access to postpartum depression services and supports.**

Update: DPH and DMH have been working together to enhance access to postpartum depression services and supports for home visiting clients in the Nurse Family Partnership (NFP) program by implementing a new initiative, Mental Health Enhancement (MHE). As of July 2018, MHE is augmenting traditionally delivered NFP assessments with additional tools and resources that address perinatal postpartum depression and anxiety. DPH and DMH have worked collaboratively to increase the capacity of NFP public health nurses to properly screen and refer clients for perinatal mood and anxiety disorder services. Throughout the year, DMH conducted monthly trainings for NFP public health nurses on outreach and engagement and on multiple mental health assessment and screening tools. Additionally, DMH provided one-on-one technical assistance to promote connections with and coordinate referrals to DMH services. DPH and DMH also worked closely together to develop procedures for—and have now begun—systematically collecting and reporting required outcome data for the program.

- **DPH will outstation public health nurses in two Department of Public Social Services offices serving low-income mothers enrolled in California Work Opportunity and Responsibility to Kids (CalWORKs) to help connect them to home visiting and other social services as needed.**

  Completed: Two public health nurses and a supervisor are outstationed in two DPSS offices and are providing intensive medical case management and care coordination services to CalWORKs and Greater Avenues for Independence (GAIN) participants and their family members who are in the DPSS Family Stabilization Program. Public health nurses work with these participants at the GAIN regional offices and their homes to:

  - Provide comprehensive assessment and care coordination for access to primary health care, or to address any new or ongoing medical needs
  - Offer health education and referrals to health and support services not provided by DPSS
  - Obtain preventive health services for participants and their family members (e.g., children receiving regular well-child check-ups and immunizations) when appropriate
  - Assess physical, emotional, social, environmental, and parental protective factors and develop goals with the participants based on this assessment
  - Provide support and assistance to participants in meeting their own health goals

  Over 190 participants (including both adults and children) have received services since June 2017. DPH is working to add three additional public health nurses using MHSA–PEI home visiting expansion funding. It is also working with DPSS to leverage state funding included in the Governor's budget for AB 992 CalWORKs Home Visiting Initiative Program expansion.

- **The department is coordinating its text-messaging campaign, *FAMILIA*, with First 5 LA's family-strengthening campaign and others to incorporate prevention efforts.**

  Completed: Of all Los Angeles County births, 58% are to Hispanic mothers. *FAMILIA*, a Hispanic-focused text message and social media campaign promoting preconception health, leverages the strong cultural value of family among Latinx communities. The campaign targets men and women ages 18 to 29, and focuses on family planning, active living, maintaining a healthy weight, improving nutrition, living stress-free, increasing health equity, and addressing abuse. DPH worked with First 5 LA, Every Woman California, and others to promote *FAMILIA* and integrate the text-messaging campaign into existing campaigns like First 5 LA 's Choose Health LA Initiative. Throughout the campaign, DPH incorporated additional prevention messages, including information about sexually transmitted infections and the Zika virus, into *FAMILIA*'s text-message program.

  Since October 2017, more than 300 people have signed up to receive text messages from *FAMILIA*. Links for family planning, stress, anxiety, and depression, plus tips on active living, were among those most often accessed through this campaign.

- **DPH will partner with a Best Start community that has identified the issue of child welfare or prevention as its priority focus to find ways to support local efforts.**

  Completed: DPH has partnered with DMH and First 5 LA to expand Healthy Families America and Parents as Teachers home visiting programs in all Best Start and neighboring communities, using DMH's MHSA–PEI funding. These home visiting programs provide families with support and resources aimed at reducing child maltreatment, improving parent-child interactions and children's social-emotional well-being, and promoting children's school readiness. Expanded services are expected to begin this month.

Department of Mental Health (DMH)

- **DMH is working to coordinate the three-year cycle of its Mental Health Services Act planning for the use of Prevention and Early Intervention (PEI) funding with the larger prevention efforts being coordinated by the OCP.**

  Update: DMH has been coordinating MHSA–PEI funding to support various prevention plan efforts as discussed throughout this report.

- **The department will maximize opportunities to connect its funding of mental health providers (through PEI or the Mental Health Services Act's Innovations funding) with existing P&A networks. If barriers exist to those providers being included in DMH funding, the department will work with others to provide assistance to those community-based organizations to enhance their ability to compete for DMH funding.**

  Update: As mentioned on page 7 under "Expand the capacity of the Prevention & Aftercare networks (P&As)," DMH worked with DCFS and the OCP to expand the P&As using MHSA–PEI funding over the next two years. This expansion is tripling the capacity of these network lead agencies to provide prevention supports for families at risk of entering the child welfare system. It also provides additional supports for the P&A networks, including training on access to care, mental health support for children and youth, and healing-informed care.

- **DMH is mapping its constellation of providers and specialty services to specific populations (such as birth to five, dual-diagnosis, early intervention, intensive services) across Los Angeles County to improve access for high-need individuals and provide accurate information to its partnering agencies and community referral sources (DCFS, DHS Medical Hubs, DPH).**

  Update: DMH incorporated the mapping of current County initiatives and Best Start communities into the implementation of its Health Neighborhoods initiative, which used these data to bring together communities and County agencies to work collaboratively to improve access to care. To date, 11 Health Neighborhoods across Los Angeles County have established MOUs and meet regularly to discuss service availability, access to services, and regional community needs. Each of these Health Neighborhoods created regional maps of services available in their communities that are used in during their meetings. Mapping for each community can be found at: http://dmh.lacounty.gov/wps/portal/dmh/about_dmh/about_

detail/?current=true&urile=wcm:path:/DMH+Content/DMH+Site/Home/about+dmh/about+dmh+detail/health+neighborhoods

- **DMH will support the development and implementation of the CalWORKs Family Stabilization pilot project being led by DPSS and help connect families who want them to mental health services.**

  Update: DMH is exploring funding options for three additional DPH public health nurses to support DPSS' CalWORKs Family Stabilization pilot project, as discussed on page 14 under the commitments made by DPH. The addition of these public health nurses will enhance efforts to complete comprehensive assessments and coordination of care, provide health education, obtain preventative health services, and strengthen parental protective factors for families participating in the pilot.

- **The department is expanding its System Leadership Team, which makes recommendations to the DMH director on the use of PEI dollars, to include entities focused on child welfare and prevention, including the OCP and First 5 LA.**

  Completed: First 5 LA and the OCP are involved in DMH's prevention planning process and have both been added to its System Leadership Team.

Department of Children and Family Services (DCFS)

- **DCFS identified the benefit of mapping its own categories of providers to ensure intradepartmental connections among those funded through different solicitations. Once this is complete, those providers will be mapped against other networks, including the First 5 LA Best Start community partnerships and Health Neighborhood providers.**

  Update: Based on a recent financial analysis of community-based contracts, DCFS and DMH have identified their respective prevention-services providers and are completing a detailed matrix examining interactions between the P&As and their partner agencies funded through other types of County contracts. DMH and DCFS staff are starting to identify strengths and gaps in current partnership arrangements, as well as opportunities for coordinated planning and better leveraging of resources in the future.

- **The department will strengthen the relationships between DCFS regional offices and the lead P&A providers in each SPA. Once points of connection are identified, DCFS can incorporate the standardized reporting on prevention measures into its contracts.**

  Update: DCFS has a number of efforts currently underway to strengthen these relationships and identify points of connection, as mentioned in several places in this report. It is also outstationing part-time P&A case navigators at several offices to help strengthen these relationships. DCFS is now partnering with DMH, the CEO, OCP, and CIO to develop a set of standardized prevention measures to be incorporated into the new Requests for Proposals that should be released in early 2019.

- **DCFS will conduct an evaluation of the effectiveness of prevention efforts provided through the P&As.**

  Update: DCFS is working to secure an independent researcher or team to conduct a comprehensive evaluation of the P&As in the context of a changing financial and partnership environment. A number of discussions have occurred with notable researchers, and interest has been expressed in moving forward. DCFS will continue to pursue this; it could potentially begin in the coming months.

  In addition, DCFS is working with the Children's Data Network to better understand which families are referred to contracted services and the resulting patterns of service usage. The study will examine countywide use patterns for services provided through a number of contract programs, including Family Preservation, P&As, Partnerships for Families, and others, and by families in all phases of the protective services process—referral, investigation, family maintenance, and reunification. However, special attention will be paid to families receiving referrals to the P&As through the Community Prevention Linkages pilot at the Child Protection Hotline discussed on page 7 under "Expand the capacity of the Prevention & Aftercare networks (P&As)."

Department of Public Social Services (DPSS)

- **Working with First 5 LA, the OCP, DCFS, and SHIELDS for Families, Inc., the department has begun to map how mothers served by DPSS' CalWORKs Family Stabilization program resources might be connected to SHIELDS for Families (the lead P&A network provider in SPA 6) to access needed supports not covered by DPSS' existing array of welfare-to-work services. The purpose of this pilot is to find ways to enhance DPSS connections to community-based P&A agencies to better serve low-income parents with barriers to employment. This effort will also connect to the local Best Start community partnership to further enhance parent connections to community-based supports.**

  Completed: DPSS, SHIELDS for Families, Inc., First 5 LA, DPH, Children's Data Network, and the Center for Strategic Public-Private Partnerships have together developed a pilot project for connecting families to home visiting and other prevention services; it was launched in DPSS' GAIN Region V office in South County in November 2017.

  - Fifty families have since enrolled in home visiting programs (the target set for this pilot), with an additional 47 families being connected to various other resources. The supports received by both sets of families include basic needs (e.g., food, diapers, household items), concrete needs (e.g., furniture, rental assistance, clothing), housing, and education/employment.
    - The 50 families enrolled in home visiting additionally receive support for benefit services, family recreation/enrichment, health care, mental/behavioral health, and infant/child nutrition and feeding.

- ✧ The 47 families connected only to supports additionally receive help with utilities, legal services, and parent education.
- ✧ Parents participating in this pilot have expressed much appreciation to the linkages staff for the support they receive.

❖ **As the pilot demonstrates some success, DPSS will partner with First 5 LA, DCFS, and the OCP to consider approaching the California Department of Social Services, if necessary, for CalWORKs and child welfare waivers or other flexibility needed to enhance services to this population. The ultimate goal will be an effective, truly integrated support program for DPSS and DCFS (or pre-DCFS) families that can then be expanded to other communities.**

Update: DPSS, First 5 LA, and other key community partners used data from the home visiting pilot discussed above to successfully advocate for the state to include Temporary Aid to Needy Families (TANF) dollars in the Fiscal Year 2018–19 Governor's Budget.

❖ **Given the high overlap of caseloads across these departments, the OCP will work with DPSS and DCFS to explore (with others) a research project to identify early indicators present in DPSS-involved families that could lead to possible DCFS involvement.**

Update: The California Health and Human Services Agency (CHHS) partnered with the University of Southern California's Children's Data Network (CDN) to develop a first-ever "record reconciliation" that links and organizes administrative, client-level records across eight major CHHS programs—CalFresh; CalWORKs; Child Protection; Developmental Services; Family Planning, Access, Care, and Treatment (Family PACT); In-Home Supportive Services; Medi-Cal; and Women, Infants, and Children (WIC).

Initial statewide findings from this reconciliation provide a basis to catalog early indicators that could be helpful in identifying families who may benefit from additional supports, services, and resources, thereby preventing or diminishing the need for child protective services (findings are available at www.datanetwork.org). Findings specific to Los Angeles County will be available in the next few months.

❖ **As DPSS continues to implement the state-mandated online CalWORKs assessment tool, it will work with DCFS and the OCP to identify systemic barriers to employment that are also early indicators of potential DCFS involvement.**

Completed: DPSS worked with DCFS to identify a set of barriers to employment that are also risk factors for involvement with the child welfare system; it will work with the OCP, Children's Data Network, and others to determine how best to use this information to help prevent families from entering the child welfare system.

- **The department has committed to attend meetings that bring together various County departments with network providers, thus strengthening connections between community-based providers and County services.**

  Update: DPSS will be submitting a proposal to the California Department of Public Social Services this month to request funding for enrolling interested CalWORKs participants in a home visiting program. If the funding is approved, DPSS will be participating in community network meetings with local providers.

Workforce Development, Aging, and Community Services (WDACS)

- **WDACS will ensure that the prevention and aftercare networks (P&As) become an integral part of the countywide workforce system—the America's Job Centers of California (AJCCs)—to prioritize referrals for at-risk families, DCFS families, and youth.**

  Update: WDACS met with the P&A networks' lead agencies to orient them to the workforce services available to their families and how best to access them. Each of the P&A lead agencies have been paired with a corresponding AJCC and work is underway to formalize a referral process. Additionally, WDACS is working to connect the P&As to the County's Youth Diversion and Development Model referral process, as there is overlap between the population served by the P&As and the target population for this County initiative.

- **WDACS will pursue collaborative partnerships with DCFS, Probation, DPH, and LACOE to use data to identify employment and education service gaps for youth, at-risk families, and DCFS families, and determine how to mobilize services to mitigate those gaps.**

  Update: WDACS finalized data-sharing agreements with DPSS, Probation, and the Housing Authority of the County of Los Angeles (HACoLA) that have helped to coordinate timely and expedited referrals, streamline eligibility determination processes, and accelerate access to services. WDACS is currently pursuing a data-sharing agreement with DCFS and is finalizing a data-sharing MOU with LACOE that will not only expedite access to services for foster, probation, and homeless youth, but will also make it possible to track outcomes. WDACS will also explore developing MOUs with DPH and DHS to facilitate access to workforce development services in communities with high levels of poverty and crime that have not traditionally taken advantage of them.

- **Once this stage is complete, WDACS will partner with LAUSD to co-locate three Pupil Services Attendance counselors at select AJCCs to identify and connect opportunity youth from 17 LAUSD high schools to workforce services. ("Opportunity youth" are youth between the ages of 16 and 24 who are neither in school nor employed.) WDACS will work with LACOE and others to expand this re-engagement strategy to the other 80 school districts in Los Angeles County, prioritizing those with high concentrations of foster youth. It will also explore developing an MOU with LACOE for data-sharing that will further support this effort.**

Completed: In August 2017, WDACS and LAUSD partnered to outstation three LAUSD counselors in the Southeast Los Angeles and East Los Angeles AJCC offices, resulting in over 500 disconnected youth being identified for services who may otherwise have gone undetected. WDACS will pursue expanding these efforts to other school districts in the area.

- **In September 2017, to further the Purposeful Aging Initiative, WDACS will launch (in partnership with the Public Library, Probation, and DCFS) a mentor-based tutoring pilot through which Title V–Senior Community Services Employment program participants will mentor youth who will then jointly provide tutoring to other youth.**

  Update: The Library's Story Telling and Reading (STAR) program will host 15 youth at five libraries each year; six have been placed so far. Upon completion of the program, these youth will be eligible to compete for a 12-month internship within the County.

- **In partnership with various County departments and other external stakeholders, WDACS will establish a multidisciplinary approach to improve outcomes that promote economic stability and permanency for youth, at-risk families, and DCFS families.**

  - WDACS will work with DCFS, Probation, LACOE, and DPSS to align multiple case and service plans in the areas of employment and education. Currently, youth and certain families are required to have a case plan, a transitional independent living plan, a needs and services plan, a welfare-to-work plan, and an AJCC equivalent, but these plans are not jointly created or maintained (with the exception of shared DCFS and DPSS families).

    Update: WDACS is engaged in discussions with Probation and LACOE to develop a process for receiving education and workforce goal information from the youth's transitional multidisciplinary team case plan so that WDACS may help youth achieve those goals through its workforce services program. Finalizing the data-sharing agreement with LACOE, as mentioned above, will facilitate this discussion.

  - In conjunction with DCFS, Probation, DPSS, and the Children's Law Center, WDACS launched a new referral process in July 2018 to workforce services for AB 12 youth at age 19 (DCFS non-minor dependents, for instance), ensuring that the court requires their participation and prioritizing referrals for other family members in need of employment, in support of the DCFS case plan.

    Completed: This new process was launched in July 2018. Additional work is underway to embed this effort into a universal referral process. WDACS will be open for "office hours" to further support this effort beginning in October 2018.

- WDACS will work with Probation and LACOE to formalize a process to enroll all youth at probation camps into AJCC services prior to their release. This will improve youths' overall outcomes through education, training, career planning, work experience, and job readiness, and also reduce the likelihood of recidivism.

  Update: WDACS is currently providing workforce services to youth residing in probation halls and camps, and is refining its process with Probation, LACOE, the AJCC, youth caregivers, and youth for transitioning them to services once they leave hall or camp. The pilot model for this process is being developed at Probation's Campus Kilpatrick.

❖ **WDACS will incorporate a prevention strategy as a required approach in the Performance Partnership Pilot (P3) strategic plan. P3 is a major multipartner effort to increase countywide coordination and collaboration across a broad group of systems— education, workforce, social services, child welfare systems, local municipalities, and community-based organizations—to streamline access to services and improve outcomes that promote economic stability.**

Completed: In November 2017, the Board of Supervisors adopted the Los Angeles Performance Partnership Pilot 2017–2020 Strategic Plan Serving Disconnected Youth. One objective requires there be a plan in place by 2020 to reduce the number of youth who become disconnected from school and employment that aligns with the OCP's Prevention Plan (*Strategy 3.3.1*).

Child Support Services Department (CSSD)

❖ **CSSD recognizes that economic stability and connections to resources are critical to strengthening families. The department will partner with the P&As to periodically co-locate volunteer staff at sites within each of the 10 networks, and also explore opportunities to co-locate volunteer staff at additional community-based organizations.**

Update: CSSD met with the P&A lead agencies to discuss opportunities for coordination; as a result, it has begun holding regular workshops on child support information and services for both P&A staff and the families they serve.

❖ **The department will periodically co-locate volunteer staff at the DPSS CalWORKs Family Stabilization pilot's district office and explore partnerships to expand co-location to additional County offices to ensure that families are aware of services available to assist them with child support.**

Update: CSSD is holding interactive sessions for participants of the GAIN & General Relief Opportunities for Work (GROW) programs at DPSS Job Club classes in the East Los Angeles, Downtown Los Angeles, and Pomona district offices. It is also collaborating with the DPSS CalWORKs Family Stabilization district office to expand this outreach.

- **CSSD will train its staff on connecting clients to preventive and supportive services within their communities.**

  Completed: CSSD trained its staff this past year about various preventive and supportive community resources available through partnerships with other County departments and outside agencies.

- **CSSD will distribute information at all of its regional offices about supports available through the P&As.**

  Completed: The department compiled information about family resources available in the geographic locations surrounding its division offices that is now being distributed to clients.

- **CSSD will explore options to partner with the County Library to periodically co-locate volunteer staff at library facilities to expand its reach to families who may need CSSD services.**

  Update: Once a month, CSSD staff visit the Dr. Mary McLeod Bethune Regional Library to provide information and answer questions about child support services, and are working with County Library staff to do the same at various other locations throughout the county.

Public Library

- **The Library will expand its Family Place programming so that, by the end of 2018, 86 libraries will host the program. Family Place builds strong bonds between children and their parents while promoting early literacy and connecting families to resources and services. All Family Place parent/child workshops feature a community resource specialist (nutritionist, pediatrician, behaviorist, etc.) who meets informally with parents to offer additional services and resources, as requested.**

  Substantially Completed: Eighty-four libraries now host the Family Place program (overall, the system encompasses 85 branch libraries as well as two libraries in juvenile halls).

- **Beginning in the fall of 2017, the Library will implement a new outreach program, The Reading Machine, in partnership with other County departments—DPSS, DCFS, DMH, the CSSD, the Natural History Museum of Los Angeles County, DPH, LACOE, Probation, and the OCP—to provide mobile early literacy and caregiver-support services. The program will deploy two vans to targeted sites within nine at-risk neighborhoods, and serve parents, home day care providers, and youth. Caregivers will learn how to engage in meaningful play activities that help them identify developmental issues with their young children, and will receive information on additional available County services.**

  Completed: The Reading Machine program, in partnership with DMH, LACOE, and the OCP, was launched in May 2018. Two vehicles visit day-care and home day-care locations in the nine communities of Lancaster, Lake Los Angeles, San Fernando, Bell, El Monte, Compton, Florence, South Whittier, and Hawaiian Gardens. Data for the project to date includes:

- Total number of site visits: 277
- Total attendance at site visits: 5,495
- Total number of family outreach events held: 8
- Total attendance for family outreach events: 2,121

- **In 2017, with financial support from DMH, 10 Library staff will be trained in the evidence-based parent-support program Triple P—the Positive Parenting Program. One Triple P librarian will host multi-session parenting workshops at 52 libraries so that foster parents can satisfy their parenting class requirements. The remaining nine librarians will be trained to conduct one-on-one interactions with parents on developing simple strategies to address common childhood issues such as toilet training, tantrums, sleep problems, getting along with other children, and more.**

  Completed: Twenty Library staff just completed Triple P training and received full certification. Parenting workshops and one-on-one interactions with parents have now begun.

- **All Library staff who interact with youth will be trained to use Touchpoints, a parent support model that builds parents' confidence in being their child's first teachers and also helps maintain parent-child relationships during periods of family stress.**

  Completed: All Library staff who interact with youth completed the Touchpoints training last fall.

- **Library staff at Los Padrinos Juvenile Hall are implementing programs to help teen parents at the facility understand the importance of early literacy. Board and picture books are being purchased so that youth can take the books home to use with their children. These staff are also exploring an adapted version of the Family Place program at the Hall to facilitate parent-child bonding.**

  Completed: Staff at the Los Padrinos Library received a $14,000 grant from Better World Books last summer to implement this program. Eighteen teen workshops took place, along with four Saturday workshops for the parents of these youth. Program topics included:

  - Introduction to the program and library services outside the hall
  - Emergent literacy: reading to your child
  - Emergent literacy: the importance of play
  - Nutrition and child development
  - Stress management with trauma-informed yoga
  - Workplace readiness and money management

  Even though the grant period has ended, the Los Padrinos librarian is continuing to host these programs every month on a rotating basis.

- **This year, in partnership with the Department of Parks and Recreation, the Library will expand its Lunch at the Library summer program—which introduces parents to resources and materials that support caregiving and promote literacy—from seven libraries to 13. It will also open its doors to children age 2 through 18 who are in need of a free meal (access to school lunch programs being limited in the summer). Three to five new lunch sites will be added each year thereafter to expand access to free meals for these children.**

  Completed: The Lunch at the Library program has now expanded to 25 libraries. Since the program's inception in 2014, the Public Library has provided over 34,000 lunches at its participating libraries. Last year's Lunch at the Library program alone served 20,895 lunches across 15 libraries.

- **The Library hosts bullying-prevention and personal-safety programs to help youth learn how to protect themselves and be more aware of their environment. The programs started at 10 libraries in 2014 and will expand to all 87 libraries by the fall of 2018, so that youth throughout the county can learn valuable safety and confidence-building skills.**

  Update: By this fall, all 87 libraries will have hosted this program. In addition, a parent information workshop has been added, educating parents on what to do if their child is being bullied. The Public Library is also working with the program provider, Get Safe, to create a video on bullying prevention that youth can access from the Public Library's website and watch online if they are unable to attend the program in person.

Department of Parks and Recreation (DPR)

- **DPR will work with area schools and community partners to expand parent educational opportunities that create networking opportunities for families and expose parents/ caregivers to local resources to support healthy parenting via workshops, informational fairs, and educational classes.**

  Update: DPR received $1 million from Probation to launch an Enhanced Parent Project that teaches parenting skills and how to develop plans for managing behavioral problems. Starting in June 2018, the 10-week program is offered one night a week at the Sunshine, El Cariso, Loma Alta, Roosevelt, and Mayberry Parks through June 2019.

- **DPR will collaborate with DMH to expand pilot park therapy programs where families can access free mental health education and wellness programs at park facilities with the goal of developing this model in other high-need areas.**

  Update: DPR worked with DMH to continue the park therapy program at Jesse Owens Park, Mary Bethune Park, Franklin D. Roosevelt Park, Ted Watkins Memorial Park, and Athens Park. Additional funding is being sought to expand to additional parks.

- **DPR will partner with Prevention & Aftercare networks by providing a quarterly brochure of DPR programs such as camps, teen clubs, lunch/snack programs, Tiny Tots, sports programs, and special events while utilizing social media tools and engaging area school districts to distribute information intended to bring the community together and foster child and family resiliency.**

  Completed: The DPR e-brochure was distributed to the P&As with a link to the website. The e-brochure link was also sent to other stakeholders, including a number of school districts.

- **DPR will build a robust youth council program that invests in youth leadership, creates a space for youth voice in governance by engaging youth in decision-making, and exposes teens to civic engagement and volunteer opportunities. Youth councils will host an annual youth summit to gather teen community leaders from throughout Los Angeles County to engage one another and strengthens their leadership skills.**

  Update: DPR engaged youth in various programs offered at its parks, including ESTEAM (environment, science, technology, engineering, arts, and math), Careers in Conservation, Girls Empowerment Conference, East Agency Teen Summit, and the Lake Lifeguard and Aquatics Junior Lifeguard Programs that foster leadership development skills and promote the exploration of career pathways. DPR will bring together leaders from these groups and work to secure funding to form the youth council and host a youth summit.

- **DPR will expand programs such as Parks After Dark to build social cohesion, connect families to resources, decrease crime, and therefore build resilient communities. Programs that create opportunities for families to interact in healthy ways in home and community life will be offered by its community partners.**

  Completed: With strong support from the CEO and the Board of Supervisors, funding was secured for two years from DMH, Probation, DCFS, and DPH to expand Parks After Dark from 23 parks to 33 parks, as well as to include winter and spring programming.

- **DPR will partner with First 5 LA and the Prevention & Aftercare networks to provide early-childhood and other parenting information at all park facility public counters.**

  Update: DPR partnered with First 5 LA to inform communities about their resources during the Parks After Dark program. Follow-up meetings are scheduled to discuss other partnership opportunities.

- **DPR will introduce and train staff in healing-informed care approaches to build resiliency in children through its Tiny Tots and after-school programs.**

  Update: DPR began training its staff in healing-informed care approaches in the past year. DMH also trained Parks After Dark Program staff on youth mental health first aid and the toxic effects of stress.

Department of Health Services (DHS)

- **DHS Medical Hubs will work with the P&As to ensure that children and families in contact with DCFS are referred to services within those networks, as necessary, to address any needs identified during the on-site assessment process.**

  Update: Meetings between each Hub and its respective P&A lead agency were held in each of the service areas to learn about what services each offers and identify the best pathways for the Hubs to refer clients to the P&As for prevention supports, as needed.

- **The department's MAMA'S Neighborhood program will partner with both DCFS and Probation to identify pregnant adolescents and facilitate direct referrals to prenatal care and other psychosocial services related to healthy outcomes.**

  Update: Since 2014, MAMA'S Neighborhood has served 141 teens and girls who are younger than 18 years old (2% of the full Neighborhood population). The MAMA'S Neighborhood Health Education Team has attended and presented to County and community provider partners in the "DCFS Expectant and Parenting Youth Taskforce" that meets monthly among to network, knowledge-share, and discuss care navigation and improved pathways to care. Additionally, MAMA'S Neighborhood staff serving incarcerated pregnant mothers at the County's Century Regional Detention Facility (CRDF) actively discuss policy and practice issues that improve care quality through the Gender Responsiveness Advisory Committee and CRDF Women's Health Programs meetings. MAMA'S staff utilize this relationship to assist with re-entry care planning and to provide a warm transfer to MAMA'S Neighborhood Visits (extended home visiting under Whole Person Care) to pregnant and parenting moms with complex medical needs or facing challenging psychosocial circumstances.

- **Through DHS' Whole Person Care (WPC) pilot program, the department will partner with Probation and DMH to identify high-risk youth with medical, mental health, or substance-use disorders in juvenile camps or halls who would benefit from community-based re-entry support. The goal will be to improve these youth's access to and use of clinical and support services to reduce recidivism.**

  Update: A Whole Person Care/Office of Diversion and Re-entry program for juveniles detained in Central Juvenile Hall (CJH) was launched last month with detained youth receiving psychosocial assessments and care plans from a small social-work team housed at CJH. Youth released from CJH without any Probation supervision are referred to an intensive case-management services provider to address the social, behavioral health, substance use disorder, and educational/vocational needs identified in the care plan. For youth who are adjudicated to Probation, the assessments and care plans are shared with their deputy probation officers.

- **DHS's Women's Health Programs and Innovation unit will provide support and training to Medical Hub staff and to Probation, juvenile court health services, DCFS, and Sheriff's Department staff on issues related to adolescent sexual health, contraception, pregnancy-options counseling, prenatal care, terminations, and sexually transmitted infection prevention.**

  Update: MAMA'S Neighborhood staff provide technical support to Sheriff's deputies and CRDF staff on women's health topics. A formal training series is being co-designed with these departments—including court judicial officers, the District Attorney, and the Public Defender—that addresses all aspects of high-quality sexual and reproductive health care.

- **DHS Medical Hubs will focus on providing teen-friendly services, including training nursing staff on non-directional contraception counseling and training clinicians on providing access to all FDA-approved contraception options during teen visits.**

  Completed: DHS Hub staff worked with the Alliance for Children's Rights and the National Center for Youth Law to provide trainings for nursing staff on non-directional contraception counseling, and training to clinicians on providing access to all FDA-approved contraception options during teen visits. DHS also facilitated discussions between the Hub pediatricians and gynecology departments to provide expertise in offering long-acting reversible contra-ception to adolescents when requested.

Probation Department

- **Probation will partner with the Department of Parks and Recreation and DHS to expand opportunities that meet the needs of youth and families through a myriad of services (health, mental health, substance abuse, tutoring, legal clinics, etc.) offered in community-based neighborhood service hubs.**

  Update: In August 2018, DHS and Probation together launched the Whole Person Care (WPC) Juvenile Re-Entry pilot program that helps smooth transitions for youth released from Probation's juvenile halls and camps by identifying their needs and working to improve their social and behavioral determinants of health (discussed on page 26 under commitments made by DHS). Pilot staff assess youth needs, develop post-release care plans with youth and their families, assist with reinstating youths' Medi-Cal benefits, and provide aftercare services for six to nine months post-release.

  Probation partnered with DMH to launch the Juvenile Justice-Transition Outpatient Treatment Services (JJ-TOTS) pilot program that helps to transition youth released from probation camps who are on psychotropic medication back into their community. In this pilot, youth receive an appointment date with a DMH psychiatrist and other mental health clinical staff at a Probation office or program location in their community that is scheduled within two weeks of their release. The pilot program started in September 2017 in the Van Nuys, Centinela, Pomona, and East Los Angeles Probation offices. Preliminary data indicates

that an average of 15 youth have been seen monthly by DMH for their scheduled appointments since the pilot began.

Probation partnered with DMH and the First Supervisorial District to implement the Early Intervention and Diversion Program (EIDP) that then expanded countywide in May 2018. The program is designed to provide mental health services (through DMH-contracted community-based organizations) to first-time probationers and their families to support long-term behavioral change.

- **Probation will partner with WDACS to fully implement a vocational/employment program for probation youth, with specific emphasis on youth transitioning back to the community.**

  Update: Probation has partnered with WDACS to develop strategies to ensure that youth home on probation with employment and/or vocational goals are referred for employment services. Eligible youth residing in probation camps receive an introduction to work readiness and paid work experience at camp, and are connected to a case manager and aftercare deputy probation officer once they are released. These individuals help the youth obtain employment upon returning to the community. Additionally, Probation worked with LACOE to start the Los Angeles County Youth Jobs (LACYJ) work program that currently serves youth residing at the Afflerbaugh and Paige probation camps. Youth enrolled in LACYJ receive personal enrichment training that includes exploring career interests, creating a résumé, completing a job application, knowledge of appropriate workplace behavior, and financial literacy.

- **Over the next 180 days, Probation will create a family-finding unit able to locate family members early in the judicial process, both to increase support for youth and also to enhance the probability of youth being placed with a relative should the need for out-of-home care arise.**

  Update: The creation of this unit was placed on hold because the funds designated for this are part of the Title IV-E waiver that is scheduled to sunset in 2019. Probation is researching other resources that might be available for this.

- **Over the next 180 days, Probation will review current protocols/policies and develop more suitable community-based placement options for youth awaiting re-placement and/or a court hearing that might normally lead to detention in juvenile hall.**

  Update: Probation is exploring funding for creating more therapeutic options for youth awaiting re-placement and/or a court hearing. Previous research did not identify any viable options for this as the inclusion criteria were extremely narrow and funding options did not account for the targeted population.

  However, Probation contracted with three community-based providers for in-home, pre-disposition family-centered services for caregivers with youth who will be or already are detained. These services are geared toward improving family engagement/cohesion and

reducing time in detention, while increasing opportunities for youth to be sent home with supportive services. The contracted providers received training in July 2018 and full implementation begins this month.

- **Over the next 120 days, Probation will partner with LAUSD to expand educational opportunities for probation youth by offering credit-recovery services to credit-deficient youth in nontraditional community-based hubs. This effort will allow youth to be dually enrolled, attending school during normal hours and accessing credit-recovery services after school to increase graduation rates and create post-graduation plans that include continued education/vocational opportunities.**

  Update: Probation and the Public Library have partnered to provide literacy/education programming and prosocial adult support to youth, offered after school, on weekends, and over school breaks in non-traditional locations like area offices, mobile neighborhood book clubs, parks, and juvenile day reporting centers. Youth can also secure paid internships that can lead to viable career paths and/or higher education opportunities. Dedicated resources (art, literacy, technology, and teen and adult learning labs) are also made available for family members. The program launched last month and will expand over the next few months.

  Probation is partnering with DCFS to provide education specialists for probation youth needing assistance navigating the educational system (though the program was designed to target youth with multiple out-of-home placements). In July 2018, in partnership with DCFS, Probation contracted with 10 education specialists who were deployed countywide to cover 15 area offices. The purpose of this program is to ensure that deputy probation officers, parents, caregivers, and youth receive appropriate academic services and resources that support their success.

  Youth at all probation halls and camps can now take college courses through partnerships with Mission College, University of California Los Angeles, East Los Angeles College, and Los Angeles Trade Tech College. Over 150 youth take college courses each semester, earning credits toward associate's degrees and beyond. These colleges/universities offer probation youth an array of general-education college courses and provide them with all the materials, textbooks, and supplies they need for class completion. Additionally, Probation's Operation READ program staff assist students with class registration, tutoring, academic support, access to technology, and proctoring courses. Numerous camp staff also volunteer their time to provide tutoring support to the youth.

- **Probation will expand partnerships with community-based organizations to provide traditional support services through the Juvenile Hall Family Resource Centers.**

  Update: Probation is in the process of establishing youth and parent councils in its probation halls and camps. The hope is that these councils will promote a culture of ownership and participation by breaking down barriers, increasing active involvement, and providing youth and parents an opportunity to express concerns and share ideas on how to improve their probation experience.

Probation worked with DMH family advocate partners to initiate a family listening session to learn how probation can increase support to families. The department wants to continue holding these sessions and expand its family advocate program.

Probation enhanced and rebranded its Family Resource Center (FRC) program at the juvenile halls—a multi-agency effort to promote safety, health, and productive futures for youth as they leave detention and transition back into their communities. The FRC works to support family reunification and togetherness, and serves as a blueprint for positive social change in the lives of the youth and their families. Programs include Parent Project parenting classes, family workshops, the Baby and Me program, and support groups specifically targeted toward parents.

The FRC holds a family committee meeting once a month. All parents and guardians of detained youth are invited to participate and become involved in the process of their child's rehabilitation. Parents are encouraged to express any thoughts, concerns, and questions they may have about staff, programs, and their child's well-being. The FRC also sponsors a Parent Resource Fair that provides educational and vocational services and access to health services to youth and their families. These events bring together available community resources to help strengthen the capabilities of youth and give them a path to rehabilitation and a successful future after leaving detention. This cost-free fair is open to all community members and offers an array of valuable resources in one place.

- **Probation will work with faith-based organizations to expand opportunities for families to engage in pro-social networks and support groups, and will explore mentorship opportunities for youth transitioning from camp and from the Division of Juvenile Justice back into their communities.**

  Update: Probation is in the process of securing a facilitator to train and develop mentors, healing circles, fatherhood programs, and community-based support teams through faith-based and prosocial community-based networks. Training for probation staff is scheduled to begin in the fall of 2019. The recruitment of mentors and prosocial networks is underway; that training is projected to begin this winter.

Los Angeles County Office of Education (LACOE)

- **A statewide initiative is currently being rolled out across Los Angeles County that engages school districts in a multi-tiered system of support (MTSS). The four pillars of this system address administrative leadership, an integrated educational framework, family and community engagement, and inclusive policy structure and practice. To support these four MTSS pillars, LACOE will work collaboratively and collectively across the county to strategically leverage already existing practices that are known to have a positive effect on prevention in our communities.**

  Update: Several educational services divisions within LACOE are working collaboratively to provide support to school districts that have received state funding for this initiative.

Districts are in various stages of completing the associated training, with some scheduled to begin this fall.

- **LACOE will continue to partner with federal entities to increase the number of Early Head Start and other infant/toddler services available to children and families in Los Angeles County.**

  Update: For the program year starting July 1, 2018, LACOE will serve 1,780 infants and toddlers, an increase of 91 spaces over the 2016–2017 program year. LACOE will also apply for new Early Head Start funding that should be available in early 2019.

- **LACOE will further provide early learning support by actively engaging various partners and networks throughout the county and by hosting the California Preschool Instructional Network and Early Childhood Education Professional Learning Community.**

  Update: LACOE is actively engaging partners/networks and looking for new opportunities for connections, in addition to hosting the California Preschool Instructional Network and Early Childhood Education Professional Learning Community.

- **LACOE's Division of Special Education (DSE) will be more aggressive in its approach to increase public awareness of important services that exist for children with special needs or suspected needs, through public service announcements, ads in print media, 211, and so on. In addition, DSE will strengthen its partnerships with school districts and Regional Centers to provide technical support for meeting the needs in general-education settings of children birth to age five who are suspected of having special needs. (Early intervention programs can prevent referrals to special education programs before age three.)**

  Update: Early Intervention Support Services (EISS) promoted public awareness of the importance of the California Early Start program for infants and toddlers by placing public service announcements in English and Spanish print media, including the Paramount Journal and *La Opinión*. DSE Early Start staff attended several community outreach events—the *Fiesta Educativa* Special Needs Conference, Focus Saturday Community/Family Fair, the Very Special Arts Festival, and the Montebello/Downey/Mid-Cities SELPA Parent Fair—to promote the availability of Early Start resources. Information was also provided to several agencies and stakeholders through the DMH West Covina Center, the DMH 0–5 Collaborative, the County's Maternal Mental Health Committee, and the Maternal Mental Health Collaborative Workshop. Additionally, EISS staff maintain a close partnership with the South Central Los Angeles Regional Center and the East Los Angeles Regional Center, and regularly attend meetings with them where information is updated and issues resolved involving services provided by LACOE and the Regional Centers that lead to more successful transitions for children into preschool.

- **LACOE will guide school districts in transitioning probation students with Individualized Education Programs (IEPs) to comprehensive school campuses by helping districts understand these students' unique challenges and the need to address them by the student's 30-day change-of-placement IEP meeting.**

  Update: Aftercare counselors are following up on students transitioning back to their district schools at three-, 30-, 60-, and 90-day intervals. LACOE's Educational Passport System is facilitating the sharing of student records between LACOE and school districts to expedite student enrollment into district schools. Staff follow up with districts for psycho-educational assessment information and questions about IEPs, as needed, to support students' timely transition.

Where We Go From Here

Work is underway to identify local, state, and federal funding streams to sustain the prevention efforts outlined here in future, as highlighted above in multiple areas. The momentum that has begun is exciting. It has inspired the creativity and courage of several entities to try new approaches and pilot innovative strategies for engaging and supporting families. While these seeds have only just been planted, we are starting to see the green shoots of growth emerging.

As progress continues, we will work toward creating a governance structure for overseeing the implementation of these and other prevention efforts, and for better aligning and prioritizing prevention efforts countywide. The purpose of this structure will not be to replicate or supersede existing frameworks, but rather to ensure that these efforts last.

Conclusion

While we are energized by the progress that has been made so far, we know there is much more to do. We are motivated to continue collaborating with all of our partners and stakeholders who have been so passionate and dedicated in moving this work forward to see how far we can go and how high we can reach. The road ahead is long, but our children and families deserve nothing less.

Abbreviations

AJCCs	America's Job Centers of California
CalWORKs	California Work Opportunity and Responsibility to Kids
CDN	Children's Data Network
CDSS	California Department of Social Services
CEO	Chief Executive Office
CHE	Center for Health Equity *(a Los Angeles County Health Agency initiative)*
CHHS	California Health and Human Services Agency
CIO	Chief Information Office
CJH	Central Juvenile Hall
Consortium	LA County Perinatal and Early Childhood Home Visiting Consortium
CRDF	Century Regional Detention Facility
CSPPP	Center for Strategic Public-Private Partnerships
CSSD	Child Support Services Department
DCFS	Department of Children and Family Services
DHS	Department of Health Services
DMH	Department of Mental Health
DPH	Department of Public Health
DPR	Department of Parks and Recreation
DPSS	Department of Public Social Services
DSE	Division of Special Education *(a unit of the Los Angeles County Office of Education)*
ECE	Early care and education
EHS	Early Head Start
EIDP	Early Intervention and Diversion Program
EISS	Early Intervention Support Services
ESTEAM	environment, science, technology, engineering, arts, and math

FAMILIA	Family planning, Active living, Maintaining a healthy weight, Improving nutrition, Living stress-free, Increasing health equity, and Addressing abuse *(an initiative of the Department of Public Health)*
Family PACT	Family Planning, Access, Care, and Treatment *(a program of the California Health and Human Services Agency)*
FDA	U.S. Food and Drug Administration
FRC	Family Resource Center
GAIN	Greater Avenues for Independence
GROW	General Relief Opportunities for Work
HACoLA	Housing Authority of the County of Los Angeles
HN	Health Neighborhoods *(an initiative of the Department of Mental Health)*
HS	Head Start
IEP	Individualized Education Program
JJ-TOTS	Juvenile Justice-Transition Outpatient Treatment Services
LACOE	Los Angeles County Office of Education
LACYJ	Los Angeles County Youth Jobs
LAHSA	Los Angeles Homeless Services Authority
LAUSD	Los Angeles Unified School District
MAMA'S Neighborhood	Maternity Assessment Management Access and Service *(a program of the Department of Health Services)*
MHE	Mental Health Enhancement
MHSA–PEI	Mental Health Services Act–Prevention and Early Intervention
MOU	Memorandum of Understanding
MTSS	multi-tiered system of support
NFP	Nurse Family Partnership
OCP	Office of Child Protection
P&As	Prevention and Aftercare networks
P3	Performance Partnership Pilot
PEI	Prevention and Early Intervention *(a focus of the Mental Health Services Act)*

SELPA	Special Education Local Plan Area
SPA	Service Planning Area
STAR	Story Telling and Reading *(a program of the Los Angeles County Public Library)*
TANF	Temporary Aid to Needy Families
TCM	Targeted Case Management
Triple P	Positive Parenting Program
WDACS	Workforce Development, Aging and Community Services
WIC	Women, Infants, and Children
WPC	Whole Person Care