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July 8, 2026

**TO:** Olivia Celia, Executive Director  
Office of Child, Youth, and Family Well-Being**FROM:** Jackie Contreras, Ph.D.  
Chair of the Los Angeles County Prevention and Promotion Systems Governing Committee and Director of the Los Angeles County Department of Public Social Services**SUBJECT: PREVENTION AND PROMOTION SYSTEMS GOVERNING COMMITTEE  
CLOSEOUT REPORT**

The purpose of this Close Out Report is to document the full lifecycle of two bodies created by the Los Angeles County Board of Supervisors (Board) when they adopted the *Building Los Angeles County's Prevention Infrastructure* motion on July 25, 2023 (July 2023 motion or P&P motion): the Prevention and Promotion Systems Governing Committee (PPSGC) and the Prevention and Promotion Coordination and Implementation Team (PPCIT). These two bodies were charged with building the County's first coordinated, equity-grounded prevention and promotion (P&P) infrastructure – one designed to change the trajectories of residents before circumstances escalate to a crisis. Both bodies sunset by June 18, 2026. The report serves as both a formal close-out record and a transition document for the Office of Child, Youth, and Family Well-Being (OCFW), which will carry the work forward under the auspices of the motion that was adopted by the Board on November 18, 2025: [Advancing a Unified Prevention Framework for Children, Youth, and Families](#) (November 18 motion).

**Background and Mandate**

The current effort traces its origin back to a 2021 UCLA Pritzker Center finding that, despite significant County investments, prevention programs were siloed, fragmented, and producing racially inequitable outcomes – with Black, Indigenous, Latino, and other historically marginalized residents appearing at disproportionate rates in child welfare, homelessness, justice, and public social service systems. Later that year, on September 15, 2021, the Board adopted a new motion to explore the establishment of a County Office of Prevention Services by convening a task force chaired by the Executive Director of Racial Equity. Over eighteen-months the Prevention Services Task Force (PSTF) responded with fourteen recommendations, a four-quadrant prevention model anchored in Life Course Theory, and ten guiding principles grounded in racial equity. The July 25, 2023, Board

motion formally adopted those recommendations, directing the PPSGC (a department-head-level governing body) and the PPCIT (a cross-departmental operational team) to coordinate P&P efforts across three focus domains – child welfare and family well-being; homelessness and housing; and behavioral health.

## **Structure of the Work**

The PPSGC, PPCIT, four Coordinating Bodies (CBs), and an Interim community advisory body collectively formed a two-level P&P ecosystem:

- **Systems level:** The nine-member PPSGC (chaired by DPSS Director Dr. Jackie Contreras) set strategic direction and collective accountability at the department-head level. The PPCIT, drawing on executive-level decision-makers from 24 departments and more than 100 subject matter experts, handled cross-departmental operations through five workgroups: User Journey Mapping; Funding Stream Analysis; Contracting; Data Sharing; and Legal, Policy and Regulatory Analysis.
- **Program level:** Rather than create new bodies, the interim Executive Director of the PPSGC adopted a "meet the work where it's at" approach, by establishing/expanding and partnering with four independent CBs,— Community Pathway 2.0 (families with children ages 0–5), One Roof 2.0 (Transitional Age Youth experiencing housing instability), the Regional Coordinating Council on Aging and Disability (adults 60+ experiencing housing instability), and the TAY Table (youth experiencing or at risk of disconnection) – each focused on the named domain and population as the engines of domain-specific strategy development.
- **Community voice:** A 24-member Interim Community Advisory Body (I-CAB), representing all five Supervisorial Districts, met monthly from January 2024 through December 2025.
- **Outside consultants** – Ernst & Young, Redstone Strategy Group, Delivery Associates, the FUSE Fellowship, and DigiGeeks Collective – provided specialized capacity to help accomplish several of the Board-directed deliverables outlined below.

## **Key Accomplishments**

Over approximately three years the PPSGC and PPCIT produced:

- Population-level outcomes and equity metrics across all three focus domains, targeting families with children ages 0-5, youth and young adults ages 11-26, and housing-unstable TAY and adults 60+, with all metrics paired with a requirement to track and reduce racial disparities.
- Prevention 360 – the County's first cross-departmental P&P program, funding and contracting database, cataloguing more than 180 programs and 70+ funding sources representing \$5.7 billion in combined allocations, validated by Redstone Strategy Group.
- Ten User Journey Maps (completed with Ernst & Young) documenting client lived experiences across the TAY and Families with Young Children populations, identifying pain points, barriers, and opportunities across County and community-based service systems.
- Standardized cross-departmental client consent forms enabling data-sharing with six County departments through the CalAIM Justice Involved Initiative Workgroup and the CEO's Policy Implementation and Alignment Branch – the County's first step toward a universal data-sharing authorization.

- The One Roof 2.0 / Housing for Health initiative – the County's first sustainable prevention program developed through the new P&P infrastructure; and designed to be incorporated into the newly formed Department of Homeless Services and Housing (HSH) as it became operational in January 2026.

## **Challenges and Limitations**

The report is also candid about the headwinds the effort encountered:

- The permanent Executive Director position called for in the July 2023, motion was never filled due to budget curtailments, requiring the Interim Executive Director and a small, dedicated team to carry out the work without the sustained senior leadership the initiative required.
- Two of five PPCIT workgroups – Contracting, and Legal/Policy/Regulatory Analysis – were never fully activated, leaving Board-mandated deliverables outstanding. This work remains key to the P&P work moving forward, and it will be important for OCFW to ensure alignment and coordination with ongoing efforts across the County in these areas.
- Structural tension between governance and execution persisted. The two-level approach (program-level CBs, systems-level PPSGC and PPCIT) was a significant strength, and it also required ongoing attention to how the layers interacted. Operational Agreements between the PPSGC and the CB One Roof 2.0 were drafted but not finalized for the other CBs.
- Funding was one-time and largely consumed by infrastructure-building. With prevention investments of \$5.7 billion already flowing across more than 180 County programs contained in the Prevention 360 database, the new infrastructure was funded at a fraction of one percent of the underlying programmatic spend it was charged with coordinating.
- Federal policy shifts and funding cutbacks occurring in mid-process eliminated or constrained significant preventive services and funding across departments.

## **Transition to the Office of Child, Youth, and Family Well-Being**

The November 18 motion directed consolidation of the PPSGC and OCP into a single P&P entity housed within OCP – now rebranded OCFW – and called for a new Countywide Prevention Strategic Plan for children, youth, and families. The transition is documented through three formal planning artifacts: a ten-item Inventory of Transition Items with recommended leads; a Crosswalk mapping each component of the new Unified Prevention Framework to specific PPSGC and PPCIT deliverables; and OCFW's six-section Strategic Plan structure, which carries forward the Prevention Model, User Journey Maps, Prevention 360, the four CBs, data-sharing work, and interdepartmental coordination function. Three post-sunset ARDI-led products underway: a UJM User Guidebook (to be developed by CEO-ARDI); a Prevention 360 database refresh; and an archival PPSGC website to preserve P&P institutional knowledge for OCFW, departmental partners, and the public.

## **Lessons Learned and Considerations for OCFW**

The report closes with an analysis of how the County's P&P work evolved (from siloed departmental programs to shared Countywide commitments), what made progress possible, and what constrained it. Seven forward-looking considerations are offered for OCFW's stewardship of the next phase:

- Establish clear, funded leadership authority in the new consolidated entity – the absence of a permanent Executive Director was the single most consequential structural gap. Ensure that OCFW is given the authority and support needed to move this work forward.
- Build on existing assets rather than re-starting: the User Journey Maps, Prevention 360, the CBs, consent forms, and the HSH initiative are ready for continued use.
- Continue to engage with the Board-mandated work left outstanding: the Contracting and Legal/Policy/Regulatory Analysis workstreams, and the no-wrong-door data-sharing framework.
- Resource the infrastructure proportionate to its scope – sustainable backbone funding for coordination, community engagement incentives, and data systems are required for the new P&P entity to move beyond re-housing existing activities.
- Protect the equity grounding through fiscal contraction, including by advocating for immigrant families and structurally disadvantaged communities in the new framework.
- Design accountability on a timeline that matches prevention work: leading indicators (observable in months) paired with lagging population-level outcomes (three to five or more years).
- Sustain incentivized, explicit, community engagement at decision-making points, not only at listening sessions.

## **Conclusion**

The work documented in this report represents the most significant step Los Angeles County has ever taken toward a unified, equity-grounded prevention and promotion system – and the momentum built through years of hard-won progress must not be lost. Building on the substantial foundation already put in place, the transition to OCFW does not represent a reboot, but rather an opportunity to accelerate. The Board's November 18 motion provides both the mandate, and the architecture needed to move from infrastructure-building to implementation, if leadership, funding, and cross-departmental commitment are provided and sustained. The County has never been closer to realizing the full vision of prevention and promotion – one where residents can be engaged before circumstances escalate to crisis, services are coordinated/integrated rather than siloed, and racial equity is a measurable outcome rather than an aspirational desire. This opportunity must not be allowed to pass. Collectively the County must rise to the occasion for the well-being of the children, youth and families that it serves.

Should you have any questions concerning this matter, you or your staff may contact me at (562) 908-8383.

JC:vsz

Attachments

## Attachments

1. [Building Los Angeles County's Prevention Infrastructure](#), Revised Motion by Supervisors Holly J. Mitchell and Lindsey P. Horvath, July 25, 2023.
2. [Prevention Services Task Force Transition Summary Document](#), December 15, 2023, prepared for the County of Los Angeles Prevention and Promotion Systems Governing Committee.
3. [Transition Related Slides – Prevention Services Task Force](#), December 15, 2023.
4. [Report Back on Building Los Angeles County's Prevention Infrastructure](#) (Item No. 14, Agenda of July 25, 2023), Memo to the Board from Jackie Contreras, PhD, PPSGC Chair, July 22, 2024 (with PPSGC Stakeholder Engagement Plan as Appendix).
5. [Progress Update on Building Los Angeles County's Prevention Infrastructure](#), Memo to the Board from Jackie Contreras, PhD, PPSGC Chair, April 4, 2025 (signed).
6. [Advancing a Unified Prevention Framework for Children, Youth, and Families](#), Revised Motion by Supervisors Holly J. Mitchell and Lindsey P. Horvath, November 18, 2025.
7. [Progress Update on Building Los Angeles County's Prevention Infrastructure, Final PPSGC Report to the Board](#), January 12, 2026.
8. [Prevention and Promotion Coordination Implementation Team \(PPCIT\) Meeting –Strategic Transition and Alignment](#), presentation by D'Artagnan Scorza, PhD (Executive Director, Racial Equity) and Carlos Pineda (PPCIT Manager), April 2, 2026.
9. [Unified Prevention and Promotion for Children, Youth, and Families Motion Updates, presentation](#) by the Office of Child, Youth, and Family Well-Being (OCFW) to the PPSGC, April 15, 2026.
10. [Inventory of PPSGC and PPCIT Transition Items and Recommendations](#), draft revision dated March 12, 2026.

**Los Angeles County  
Prevention and Promotion Systems Governing Committee Closeout Report  
July 8, 2026**

## **1. Overview**

### **1.1 The Problem We Were Trying to Solve**

For too long, Los Angeles County's (County) human service systems have been built to respond after harm has occurred. Children, youth, families, and older adults arrive in our crisis systems –child welfare, juvenile justice, behavioral health, homelessness – only after the conditions that pushed them there have already done damage. A 2021 study by the University of California Los Angeles (UCLA) Pritzker Center, the report that prompted this initiative, captured the underlying pattern in one sentence: while the County had invested in many prevention efforts, those efforts were not set up to be successfully integrated and coordinated across departments (Attachment 1, page 1; Attachment 2, page 4). Investments were real, but they did not add up to a system. Programs sat inside individual department silos, used different data, served overlapping populations without seeing each other, and competed for the same residents' attention.

As importantly, the consequences of fragmentation have not been distributed evenly. Black, Indigenous, Latino, and other historically marginalized residents have appeared at disproportionate rates in the County's homelessness, child welfare, justice, and public social services systems, have remained in those systems longer, and have experienced worse outcomes (Attachment 1, pages 2–3). The status quo was not a neutral starting line. It reproduced racial disparities that had been built up over generations of public policy. Solving for fragmentation alone, without naming the equity dimension, would have left those disparities in place.

The work we are now closing out was charged with addressing both halves of that problem at once: building a coordinated infrastructure for prevention and promotion (P&P) across County departments, and grounding that infrastructure in racial equity, community voice, and the well-being of populations that public systems have historically underserved.

### **1.2 What We Were Charged with Accomplishing**

On July 25, 2023, the Board of Supervisors (Board) adopted the motion *Building Los Angeles County's Prevention Infrastructure* (Attachment 1, hereafter the July 2023 motion or P&P motion), authored by Supervisors Holly J. Mitchell and Lindsey P. Horvath. The motion translated the recommendations made by the Prevention Services Task Force (PSTF) on [April 17, 2023](#), into a binding direction for the County. In summary, the Board directed the County to:

1. Adopt a Countywide vision, model, and ten guiding principles for prevention and promotion, anchored in equity and Life Course Theory (Attachment 1, pages 3–4; Attachment 2, pages 10–12).
2. Establish the Prevention and Promotion Systems Governing Committee (PPSGC) as a department-head-level governing body to oversee Countywide coordination and develop six cross-departmental plans, including: Programs and Services Plan, a Spending Plan, Staffing

Plan, an Operational Management Plan, a Policy Agenda, and a Community Engagement and Outreach Plan (Attachment 1, pages 4–8).

3. Anchor initial efforts in three focus domains – child welfare and family well-being; homelessness and housing; and behavioral health – and select at least one population-level outcome and metric within each (Attachment 1, page 6); and,
4. Establish the Prevention and Promotion Coordination and Implementation Team (PPCIT) within the Chief Executive Office's Anti-Racism, Diversity, and Inclusion Initiative (CEO-ARDI) to staff the cross-departmental work, complete user journey mapping (UJM), conduct legal and regulatory analyses, develop a Countywide data-sharing plan, and develop a contracting plan (Attachment 1, pages 9–11).

The Board directed the PPSGC and PPCIT to build an infrastructure for a coordinated, equity-grounded P&P infrastructure that could change the trajectories of County residents before their circumstances evolved into crises.

## **2. Background: The Prevention Services Task Force (PSTF)**

### **How the PSTF Came to Be – and How It Led to the July 2023 Motion**

The County's current prevention effort did not begin in 2023. On September 15, 2021, the Board unanimously approved a motion titled *Establishing the Los Angeles County Office of Prevention Services*, which directed the Executive Director of Racial Equity, working under CEO-ARDI, to convene a Countywide PSTF (Attachment 2, page 4; Attachment 6, page 2). The PSTF brought together leaders from across departments, regional partners, community-based organizations (CBOs), and individuals with lived expertise. Its mandate was to recommend a governance structure that could coordinate and effectuate a comprehensive, community-based prevention services delivery system for the County.

Over eighteen months, the PSTF and its three working tables – the Framework Table, the Coordination Table, and the Disproportionality Table – did the foundational work that everything since has been built on. They held discussions with more than one hundred individual stakeholders, collected eight hundred survey responses, convened more than fifty subject-area table members, and engaged more than fifty community representatives, including residents with lived experience navigating County systems (Attachment 1, page 1; Attachment 2, page 5). They held twenty-one official meetings and eighteen working table meetings (Attachment 2, page 56).

In April 2023, the PSTF submitted to the Board a comprehensive package of fourteen recommendations addressing four critical priorities:

1. Governance structure and coordinated service delivery;
2. Funding streams analysis;
3. Community-based service delivery system; and
4. Prevention metrics and data integration (Attachment 1, page 1; Attachment 2, pages 5, 7).

The PSTF also:

- Delivered the architecture that the County would adopt three months later – a vision statement, a four-quadrant prevention model/framework centered on Social Conditions, Equitable Decision-Making and Community Agency, Prevention, and Promotion, and a set of ten guiding principles (Attachment 2, pages 10–12); and,
- Identified thirteen key coordinating functions necessary for any effective prevention system, and it framed the County's existing approach as closest to an "Embedded model," with a recommended evolution toward a "Coalition model" of coordination (Attachment 2, pages 15–16).

The July 2023, Motion represents the Board's adoption of the PSTF's work and the formal authorization to operationalize it. The motion directed that the PSTF be disbanded within ninety days, with outstanding work transferred to the new PPSGC and PPCIT (Attachment 1, page 9). The PSTF's December 15, 2023, *Transition Summary Document* (Attachment 2) was prepared specifically to ensure continuity of vision, knowledge, and shared learnings as that handoff took place.

### **3. Description of the Approach Taken to Meet the Board Directives**

#### **3.1 Establishing the PPSGC, the PPCIT, and Related Bodies**

The PPSGC was established as a nine-member body, comprising the directors or executive directors of following County departments, plus one County partner: the CEO; the Departments of Public Social Services (DPSS), Public Health (DPH), Children and Family Services (DCFS), Mental Health (DMH); the CEO-Homeless Initiative; the CEO-Anti-Racism, Diversity and Inclusion Initiative (CEO-ARDI); the Chief Information Officer (CIO); and First 5 Los Angeles (Attachment 1, page 5; Attachment 4, page 1). The founding motion instructed the Director of DPSS to serve as its inaugural Chair (Attachment 1, page 5).

The PPSGC on-boarded its Interim Executive Director on September 22, 2023, and held its inaugural meeting on November 8, 2023 (Attachment 4, page 2). In recognition of the evolving County landscape, the PPSGC composition was later refined: by late 2025, the CEO and CIO seats were rotated out and the Departments of Aging and Disabilities and Youth Development (DYD) were added as members, ensuring that voices most relevant to populations the work was prioritizing – older adults and transitional age youth – were at the table (Attachment 6, page 4; Attachment 7, page 10).

The PPCIT was established under CEO-ARDI's leadership in collaboration with the PPSGC Chair, and convened in April 2024 (Attachment 4, page 2). At full development, the PPCIT brought together executive-level decision-makers from twenty-four County departments and agencies, organized into five workgroups aligned with the motion's PPCIT-specific deliverables (Attachment 7, page 11):

1. User Journey Mapping (UJM);
2. Funding Stream Analysis;
3. Contracting;

4. Data Sharing; and
5. Legal, Policy and Regulatory Analysis.

More than one hundred subject matter experts contributed to these workgroups (Attachment 7, page 11). The PPCIT also engaged outside consultants in support of these efforts: Ernst & Young LLP for UJMs; Redstone Strategy Group for the funding stream analysis; Delivery Associates for the operational management framework; the FUSE Fellowship for capacity support; and the DigiGeeks Collective for communications (Attachment 7, pages 11–12).

Under the leadership of the PPSGC interim Executive Director, a community-focused structure emerged as the work matured. Rather than creating new collaboratives where good ones already existed, the PPSGC adopted a "meet the work where it's at" approach, establishing/expanding and partnering with three independent Coordinating Bodies<sup>1</sup> (CBs), each focused on a domain and related population(s) (Attachment 5, pages 5–6; Attachment 7, page 12):

1. Community Pathway 2.0, focused on supporting families with young children (ages 0–5) before they encounter crisis systems. Co-led by the Mandated Supporting Initiative, DCFS, and the Office of Child Protection (OCP).
2. One Roof 2.0, focused on housing stability for systems-impacted Transitional Age Youth (TAY, ages 18–26). Co-led by DCFS, the CEO-Homeless Initiative, and the CEO-Office of Strategic Partnerships, with consulting support from Watson Consulting.
3. TAY Table, focused on preventing youth and young adult disconnection from school, training, and the workforce. Co-led by the County's Children's System of Care, DYD, OCP, and the County's Youth Commission.

These four CBs are independent bodies with portfolios broader than P&P, so the PPSGC and PPCIT chose to align with them rather than duplicate efforts (Attachment 7, page 12). An Interim Community Advisory Body (I-CAB) of twenty-four community members, representing all five Supervisorial Districts and a wide range of lived experiences, met monthly from January 2024 through its sunset in December 2025 to inform the stakeholder engagement plan and broader PPSGC work (Attachment 4, page 10; Attachment 7, page 9).

### **3.2 How These Bodies Were Created to Address the July 2023 Motion's Directives**

Three of the bodies described above maps directly back to the July 2023 Board directives. The PPSGC was created to bring department heads together to make collective decisions on shared priorities, funding, and outcomes (Attachment 7, page 9). It was charged with:

1. Adopting the County's vision, model, and guiding principles (directive 1) for P&P;
2. Selecting Countywide outcomes and metrics in partnership with CIO and DPH (directive 2.B) for each domain and corresponding populations; and
3. Developing the six cross-departmental plans (directives 2.C through 2.H plus 2.A).

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<sup>1</sup> A partnership to explore strategic opportunities with the newly created CB, the Regional Coordinating Council on Aging and Disability, was initiated.

The motion was clear that the PPSGC was to make recommendations to the Board for adoption of P&P programs and services plans related to spending, contracting, human resources, and data-sharing performance tracking (Attachment 1, page 5).

The PPCIT was created to coordinate, organize, and track this operational work. The motion designated PPCIT as:

1. Responsible for completing UJMs of customer and client experiences;
2. Conducting comprehensive legal, policy, and regulatory analyses; developing a Countywide P&P services delivery data plan and program (in collaboration with CIO and County Counsel); and
3. Incorporating a comprehensive contracting plan (in collaboration with the Internal Services Department (ISD) and its Equity in County Contracting unit) (Attachment 1, pages 9–11).

The motion further directed that all relevant County departments – including the Los Angeles County Office of Education (LACOE), the Department of Health Services (DHS), the Department of Economic Opportunity (DEO), and OCP – provide high-level decision-making staffing support to the PPCIT (Attachment 1, page 9).

The CBs were not specifically named in the July 2023 Motion. They emerged from the PPSGC's landscape analysis findings, which revealed that "it is more effective to build, consolidate, and collaborate upon" existing efforts than to "establish new bodies" (Attachment 5, page 2). This decision is itself worth flagging: it reflected a deliberate choice to layer the new infrastructure onto the live work already underway in the County rather than to create parallel structures.

### **3.3 How These Efforts Collectively Formed a Single P&P Infrastructure**

Taken together, the PPSGC, the PPCIT, the four CBs, the I-CAB, and the consultant teams formed what came to be described as the County's P&P Ecosystem (Attachment 5, page 10; Attachment 7, page 19, Figure 2). Each tier of the ecosystem was responsible for a different layer of work. The PPSGC set strategic direction, made resource allocation decisions, and held collective accountability at the department-head level. The PPCIT handled cross-departmental operations, supported the PPSGC's plan development, and produced the Countywide products called for in the July 23 motion (UJMs, funding analyses, program, staffing, funding plans, etc.). The CBs identified strategies, maintained proximity to clients and communities, and served as the engines of innovation in each domain. The I-CAB and ongoing community engagement ensured that residents with lived experience shaped the work. The consultant teams provided specialized capacity in areas the County did not have in-house, including the analytic infrastructure for UJMs and funding/resource mapping.

A critical design feature of this infrastructure is that it operated at two levels simultaneously: a program level (the CBs working within domains) and a systems level (the PPSGC and PPCIT working across departments). The April 4, 2025, *PPSGC Progress Update* made this distinction clear: program-level infrastructure is where the strategies for specific populations were developed; systems-level infrastructure is where the cross-departmental enabling work – data-sharing, funding,

contracting, legal – was done (Attachment 5, pages 6–7). This two-level design was essential. Without the systems-level work, programs would remain challenged by the same operational barriers the PSTF had identified in 2023. Without the program-level work, the system-level work would have no underpinning.

### 3.4 The Workstreams, Processes, and Efforts Undertaken

The PPSGC's work proceeded in three phases (Attachment 4, page 2).

1. **Phase One:** Focus Selection, ran from December 2023 through June 2024 and produced the population-level outcomes and metrics the PPSGC would commit to, anchored in Life Course Theory and shaped by extensive stakeholder engagement. Eight virtual listening sessions and three Countywide surveys were conducted, augmented by a thematic analysis of sixteen prior Countywide initiatives' stakeholder engagement findings – work that built explicitly on OCP's prior work (Attachment 4, pages 3, 23). On June 5, 2024, the PPSGC formally adopted its focal populations, outcome goals, and indicators, summarized as:
  - a. Increasing the social, emotional, and physical well-being of families with children ages 0–5 (with metrics including pre-term birth rates, rates of allegations and substantiated maltreatment, family income at or above 300% of the Federal Poverty Level, and rates of intimate partner violence);
  - b. Increasing the social, emotional, and mental well-being of youth and young adults ages 11–26 (with metrics on suspension rates and rates of disconnection from school and work); and
  - c. Increasing housing stability for systems-impacted TAY ages 18–26 and adults age 60+ (with associated metrics on housing burden and housing stability) (Attachment 4, page 5; Attachment 5, pages 4–5). All metrics were paired with a requirement to track and reduce associated racial disparities.
2. **Phase Two:** Action Planning ran from June 2024 through December 2024 and was where the PPSGC partnered with the CBs to develop strategies aligned with the selected outcomes. By the *April 2025 PPSGC Progress Update*, the PPSGC had identified a set of *proposed* Countywide strategies in each domain (Attachment 5, pages 11–26):
  - a. In the Behavioral Health domain, addressing youth and young adult disconnection: aligning existing Countywide efforts and infrastructure; developing standardized cross-departmental screening to identify young people at risk; building region-based alliances with educational institutions, workforce partners, and youth-centering CBOs; and launching a high-quality, career pathway-focused workforce initiative for ages 18–26.
  - b. In the Homelessness and Housing domain for systems-impacted TAY: institutionalizing One Roof 2.0 as the CB; assessing the feasibility of prioritizing current and former systems-impacted youth in the Los Angeles Homeless Services Authority's Coordinated Entry System; expanding life skills development and other wraparound supports through age 26; and implementing a trauma-informed, enhanced transition planning demonstration project.

- c. In the Child Welfare and Family well-being domain for Families with Children 0–5: institutionalizing Community Pathway 2.0 as the CB; implementing screenings at family-serving departments and natural touchpoints to identify food insecurity; piloting the Mandated Supporting Initiative (MSI) to reform mandated reporting of suspected child abuse and neglect – a body of work led by the PPSGC's previous Interim Executive Director that produced a comprehensive LA County Mandated Reporter Training, a web-based Decision Support Tool, and Assembly Bill 970, sponsored legislation introduced in the 2025–2026 California Legislative Session (Attachment 5, pages 22–24).
3. **Phase Three:** Implement and Sustain, was the phase in which the work moved from planning to operationalization. By the *January 2026 Final PPSGC Report*, the PPSGC and PPCIT had achieved several concrete advances (Attachment 7, pages 3–5).
- a. The PPCIT, in partnership with the CEO's Policy Implementation and Alignment Branch (CEO-PIA) and the CalAIM Justice Involved Initiative Workgroup, finalized two participant consent forms – one for adults and one for youth – that allow data-sharing with six County departments based on a client's authorization. This was the first concrete step toward the universal data-sharing client authorization that the July 23 motion called for;
  - b. The PPCIT and Redstone Strategy Group completed a comprehensive funding analysis that validated and analyzed an inventory of more than 180 P&P programs supported by more than 70 funding sources, with combined funding allocations of \$5.7 billion – the database that came to be known as Prevention 360 (Attachment 7, page 13);
  - c. The PPCIT and Ernst & Young completed a comprehensive UJM report covering ten client journeys across each of the domains and focusing on TAY and Families with Young Children populations (Attachment 7, page 4);
  - d. The PPSGC, working with DPH on outcome measurement, developed a set of internal Plan Development templates (a Program Screening Tool, a Programs and Services Planning Tool, a Funding Resource and a Staff Planning Tool) to standardize how candidate strategies would move from concept, to planning to implementation (Attachment 7, page 15); and,
  - e. Perhaps most concretely, the PPSGC identified catalytic funding through CEO-ARDI to support the One Roof 2.0 / Department of Health Services-Housing for Health initiative, a scalable program designed to increase the technical capacity of homeless service organizations to house TAY and Older Adults faster and ensure their housing stability. This initiative represented the County's first sustainable prevention program developed through the new infrastructure and was designed to be incorporated into the new Department of Homeless Services and Housing (HSH) once that department became operational in January 2026 (Attachment 7, page 4).

## **4. Transition to the Office of Child, Youth, and Family Well-Being**

### **4.1 The November 18, 2025, Motion and Directives**

The November 18, 2025, motion (Attachment 6, hereafter November 18 motion) reframed the County's prevention work for its next phase. As context, the motion acknowledged what the P&P work had achieved – significant cross-departmental collaboration, foundational systems-alignment work – but was also candid about what had not yet been achieved: meaningful shifts in outcome indicators such as child welfare activity rates, youth disconnection, or housing stability (Attachment 6, page 2). The motion responded to that gap by calling for consolidation and establishing a “home” for the work.

The motion's five operative directives, as adopted, are:

1. The Executive Officer of the Board, in coordination with the Chair of the PPSGC, the PPCIT, the OCP Director, and the CEO, is to develop recommendations for consolidating the PPSGC and OCP into a new, single P&P entity housed within OCP. (Attachment 6, pages 4–5).
2. The OCP Director and the Chair of the PPSGC, in collaboration with the CEO and all relevant County departments, are to inform the development of a new Countywide Prevention Strategic Plan focused on children, youth, and families that aligns departmental P&P activities under a single framework, aligns CBs and workgroups under a single framework, leverages existing resources across departments, builds on the previous PSTF, PPSGC, and PPCIT framework to clearly define shared goals and common metrics, and establishes clear accountability for implementation (Attachment 6, page 5).
3. All relevant County department heads and initiative leads are to designate executive-level staff to participate in development and implementation of the new strategic plan and to incorporate it into their own departmental workplans within 180 days (Attachment 6, page 5).
4. The OCP Director, in collaboration with the PPSGC and CEO, is to return to the Board within 180 days with a strategic plan that ensures coherence and consistency with OCP's developing strategic plan, including departmental roles and responsibilities, specific P&P outcomes for children, youth, and families, metrics and timelines for measuring progress and reducing racial and community disparities, and a plan for ongoing public reporting (Attachment 6, page 6).
5. Upon completion of the strategic plan, the PPSGC meetings are to sunset as a Brown Act body, and the OCP Director is to convene a workgroup that meets regularly with relevant department representatives to advance cross-departmental P&P efforts focused on children and families (Attachment 6, page 6).

### **4.2 The Process Undertaken to Transition P&P Efforts to OCP**

The transition has unfolded as a structured handoff. *The January 12, 2026, Final PPSGC Report* framed itself as a “seminal transition document outlining the P&P infrastructure, resources, processes, tools and lessons learned that can shape the development of a new *Countywide*

*Prevention Strategic Plan for Children, Youth and Families* (Attachment 7, page 2). Since November 2025, the PPSGC Chair, PPCIT leadership, and OCP – operating under the rebranded Office of Child, Youth, and Family Well-Being (OCFW) – have met regularly to coordinate transition items, including meetings with each of the four CB leads (Attachment 9, page 3).

The transition process was formalized in three planning artifacts:

1. *The Inventory of PPSGC and PPCIT Transition Items and Recommendations* (Attachment 10), revised on March 12, 2026, lists ten distinct items with their status, current leads, and recommended new leads.
2. *The Crosswalk of UPM Prevention Strategy and PPSGC Transition Infrastructure* (Attachment 8, slide 3), which maps each component of the new Unified Prevention Framework to specific PPSGC and PPCIT deliverables that feed into it – for example, mapping "Unified Goals, Metrics & Definition" to existing outcomes and equity indicators developed under the PPSGC, and mapping "Prevention Programming" to Prevention 360 data and UJM findings.
3. OCFW's *Strategic Plan Overview* consisting of a six-section structure that specifically states where PPSGC and PPCIT transition items (Attachment 9, page 5) are being carried forward. For example, sections describing how efforts related to Data Sharing, Legal/Policy/Regulatory analyses, Communications, the Prevention Model, Interdepartmental Coordination function, and the CBs are being incorporated into the new Strategic Plan.

The PPSGC and PCCIT will both sunset following the PPSGC's meeting on June 17, 2026, and submission of OCFW's Strategic Plan to the Board (Attachment 8, slide 11; Attachment 9, page 16). The Board granted OCFW a deadline extension to June 18, 2026, for the report back (Attachment 9, page 4). The first meeting under the new Prevention and Promotion for Children, Youth, and Families framework is planned to take place in August 2026 (Attachment 9, page 16).

#### **4.3 Examples of Items Being Transitioned, and Who Will Lead Them**

The *Inventory of PPSGC and PPCIT Transition Items and Recommendations* (Attachment 10) names ten distinct items being handed off, with recommended leads. Three illustrative examples follow.

1. Prevention 360 (Funding Stream Analysis Inventory) will continue to reside with the CEO and CEO-ARDI. Prevention 360 is the County's centralized inventory of P&P-related programs, funding streams, and contracts, validated by Redstone Strategy Group in partnership with CEO-ARDI and ISD. As of the closeout, it includes data on more than 180 P&P programs, Fiscal Year (FY) 2023–24 actuals, FY 2024–25 budget, and detail on more than 70 funding sources (Attachment 7, page 13).

Under the transition recommendations, the Prevention 360 database will be updated and reside within the CEO and be incorporated into the County's Data-Driven Budgeting initiative now underway. CEO and CEO-ARDI will manage the project deliverables, coordinate any further analyses needed, and handle close-out activities through the PPCIT. A "refresh" of the Prevention 360 data is scheduled to begin in June/July 2026, following the PPSGC's sunset (Attachment 8, slide 11).

2. Coordinating Bodies (e.g., Community Pathway 2.0, One Roof 2.0, TAY Table) OCFW will continue co-leadership of Community Pathway 2.0 and the TAY Table as part of the new Strategic Plan and continuing coordination going forward. Community engagement efforts will reside within respective CBs (Attachment 10, page 3). Because some CBs (specifically Community Pathway 2.0 and One Roof 2.0) have substantive bodies of work underway with their own deliverables, this transition is one of the most intricate elements of the handoff – it is a continuation of leadership rather than a transfer of work product.
3. HSH P&P Initiative. The initiative builds capacity among Intensive Case Management Service providers and other eligible contracted CBOs to deliver specialized housing navigation support and will expand the program to other populations including older adults. The initiative counts with catalytic funding identified by the PPSGC through CEO-ARDI and, its continued support for equity advocacy related to Black People Experiencing Homelessness (Attachment 7, page 14; Attachment 10, page 2).

#### **4.4 Products Being Developed or Updated**

There are three products that will be completed after the sunset of the PPSGC and PPCIT, these are:

1. The UJM Guidebook. The July 23 motion called for UJMs as a Countywide capability. Through the PPCIT and Ernst & Young, the County now has comprehensive maps of ten client journeys across each domain and the TAY and Families with Young Children populations, including County department and CBO perspectives (Attachment 7, page 4; Attachment 10, page 1). The maps document client lived experiences navigating County service systems and identify pain points, barriers, and opportunities for service delivery and improving outcomes.

To extend the value of this work beyond the closeout, CEO-ARDI, with input from PPCIT UJM workgroup member departments, is developing a UJM User Guidebook: a practical "how-to" toolkit that supports County departments in applying the existing UJM findings to their planning, policy, and program design, and conducting their own UJMs for their respective populations. The UJM Workgroup convened on April 16, 2026, to guide the Guidebook's content, and the Guidebook will be produced a few months after the PPSGC and PPCIT sunset (Attachment 8, slide 9). Once completed, both the Guidebook and the UJMs will reside with CEO-ARDI (Attachment 10, page 1) and be available via the PPSGC website/archive.

2. Prevention 360. As described earlier, Prevention 360 is the County's centralized P&P program, funding, and contract database and analysis tool. The current validated dataset and analysis represent a significant capacity advance for the County. The database offers a single, cross-departmental view of where P&P investments are flowing and at what scale. The inventory was completed prior to the recent federal policy shifts and funding cutbacks, so a key transition activity is to conduct a Prevention 360 refresh to reflect FY 2024–25 actuals, FY 2025–26 allocations, and the impacts of changing federal funding on programs that serve

immigrant communities, racial minorities, and other vulnerable populations (Attachment 7, page 13; Attachment 8, slide 11). The refresh process is set to begin in June/July 2026.

3. The PPSGC Website. The PPSGC is using its website as an archive for the initiative (Attachment 8, slide 8). Materials being archived include: this report, deliverables produced over the course of the work; the Countywide Prevention and Promotion Model; the Program/Services, Funding and Staffing Plan Development tools and templates; data resources; and legacy toolkits. The intent is to preserve the institutional knowledge, products, and lessons learned in a single, accessible location so that OCFW, departmental partners, and the public can continue to draw on the work going forward.

## **5. Lessons Learned**

The following lessons learned are organized to address the following four questions: how did the County's P&P work evolve; what facilitated the accomplishments achieved; what served as challenges to achieving further progress; and what should OCFW consider as it moves into the next phase of the County's P&P efforts.

### **5.1 The Evolution of Prevention and Promotion Within the County**

The defining shift over the past three years is that P&P have moved from a set of departmental programs to a set of shared County commitments. In 2021, the UCLA Pritzker Center could accurately describe County prevention as a series of investments that did not add up to a coordinated system. However, by 2026, the landscape has evolved. The County now has:

1. A department-head-level Governing Committee that adopted shared population-level outcomes and metrics;
2. A cross-departmental implementation team that produced the County's first comprehensive P&P funding, program and contracts inventory and the County's first cross-departmental set of UJMs;
3. Active CBs pursuing aligned strategies in defined domains;
4. Standardized client consent forms enabling data-sharing across six departments through the CalAIM Justice Involved Initiative Workgroup; and
5. A sustainable prevention program (HSH) being integrated into a permanent departmental home. The infrastructure is real, even where impact at the resident level is still emergent.

Another evolutionary shift is in how the County has come to understand "prevention and promotion." The PSTF's framework— built on Social Conditions, Equitable Decision-Making and Community Agency, Prevention, and Promotion as four equally weighted concepts (Attachment 2, page 11) – has been adopted by the Board and is being carried forward into the new Unified Prevention Framework's Big Picture Goals (Attachment 9, pages 7–8). The County now operates on a definition of P&P that does not stop at preventing negative outcomes but clearly includes promoting positive outcomes, remedying already negative circumstances, with equity as a guiding principle across all goals. This is not a rhetorical shift; it has reshaped which populations the County prioritizes (e.g., older adults, transitional age youth) and which strategies it funds (e.g., concrete supports and economic well-being, not only crisis intervention).

Lastly, the County's relationship to community has also evolved. The I-CAB, the listening sessions, the workgroup participation of people with lived experience, and the centering of CBOs as design partners (not just service providers) all reflect a shift away from prevention "done to" communities toward prevention efforts that are shaped with them. This shift remains incomplete – community engagement still depends on philanthropic compensation in some cases (Attachment 4, page 11) – but it is structurally different from how prevention coordination was done prior to 2021 and promises to shift further still if the Board approves a proposed County Stakeholder Incentive Policy, submitted by CEO-ARDI.

## **5.2 What Facilitated the Accomplishments Achieved**

Several conditions made progress possible. First, department-head-level governance. The PPSGC's value was that it brought directors to the table to make collective agreements on priorities, funding, and outcomes (Attachment 7, page 9). In a County the size of Los Angeles, that is structurally difficult to assemble and structurally rare. When it worked, it produced the kind of alignment that no staff-level forum could.

Second, a build-on-what-exists approach. The decision in late 2024 to "meet the work where it's at" by aligning with existing collaboratives rather than creating new ones (Attachment 5, page 2) was pragmatic. It avoided duplication, leveraged existing relationships, and put the PPSGC infrastructure in proximity to the people closest to clients. The CB model is the reason any program-level strategy development happened in the time available.

Third, clear equity grounding from the beginning. The PSTF's choice to center the work in the County's racial equity framework, including Life Course Theory and a deliberate focus on populations facing structural disadvantage, gave subsequent decisions a consistent yardstick. When the PPSGC selected outcomes, it required associated metrics on racial disparities. When the CBs developed strategies, they were tested against equity criteria.

Fourth, catalytic, time-limited funding paired with staffing contributions, was not large by County standards. But it was sufficient to seed the work, hire the consultants who produced the UJMs and the Prevention 360 funding analysis, and demonstrate the value of the catalytic-funding model itself with the HSH initiative (Attachment 7, pages 21–22). The departments' ability to contribute staff time in addition to funded positions was equally important; without it, the PPCIT workgroups would not have functioned.

Fifth, strong outside expertise. Ernst & Young (UJMs), Redstone Strategy Group (Funding Analysis), Delivery Associates (Operational Management Framework), the FUSE Fellowship (PPCIT capacity), and DigiGeeks Collective (Communications) all delivered work products the County could not have produced internally in the time available. The County's willingness to bring external capacity to bear on internal coordination problems and limited resources was one of the choices that made progress possible.

### **5.3 Challenges That Served as Headwinds to Further Progress**

There are also several areas where progress was made harder than it should have been.

PPSGC: The Executive Director position was never permanently filled. The July 2023 motion called for an Executive Director to oversee the PPSGC. Candidates were interviewed, but budget curtailments prevented the position from being funded and filled (Attachment 6, page 3). This had a cumulative effect: the Interim Executive Director, and a small, dedicated team carried the load, and a permanent senior leader, empowered to make decisions and hold the work accountable, would have accelerated progress.

PPCIT: Two of the five PPCIT workgroups (Contracting Plan workgroup and the Legal, Policy, and Regulatory Analyses workgroup) were "not activated". The work did happen in part – ISD has a unit that can serve as the foundation for contracting work, and CEO-LAIR develops an annual legislative agenda for the Board – but the cross-departmental coordinated capacity envisioned by the motion was not fully stood up.

Structural tension between governance and execution persisted. The November 18 motion identifies "the structure of the prevention and promotion work remains somewhat fragmented" and that "its ambition sometimes outpaces clarity in execution" (Attachment 6, page 3). The two-level (program-level CBs, systems-level PPSGC and PPCIT) design described in Section 3.3 was a significant strength, and it also required ongoing attention to how the layers interacted. Operational Agreements between the PPSGC and the CB One Roof 2.0 were drafted but not finalized for the other CBs (Attachment 7, page 13).

Funding was one-time and largely consumed by infrastructure-building. With prevention investments of \$5.7 billion already flowing across more than 180 County programs contained in the Prevention 360 database (Attachment 7, page 13), the new infrastructure was funded at a fraction of one percent of the underlying programmatic spend it was charged with coordinating.

Additionally, federal shifts arrived mid-process effectively eliminating swaths of preventive services and resources across departments that could have been leveraged and used to achieve greater collective impact. The funding, program, and contract data contained in Prevention 360 database were collected before recent federal policies and defunding changes took place, affecting prevention programs, immigrant communities, and racial equity infrastructure. As outline in the *Final PPSGC Report* "given this shifting landscape, PPSGC should reassess and establish a process to regularly track and analyze the impact of these changes" (Attachment 7, page 13). The infrastructure being handed to OCFW must operate in a fundamentally different fiscal and policy environment than the one in which it was designed.

### **5.4 Items for OCFW's Consideration as It Moves into the Next Phase of P&P Implementation**

The following items are offered for OCFW's consideration as they steward the County P&P work going forward. They are written as questions that the new P&P structure will need to answer rather than as prescriptive recommendations.

1. **Clarity of authority and accountability for the new entity.** The November 18 motion calls for the consolidated entity to have "clear leadership, accountability, and authority" (Attachment 6, page 4). The absence of a permanent Executive Director was one of the most consequential gaps in the PPSGC structure. The new P&P entity housed within OCFW's will have an Executive Director that will need the ongoing engagement and support of the Board and department leadership to ensure that this work remains a priority and moves forward. The Strategic Plan is the right instrument to define that authority.
2. **Continuing the work that is mid-stream rather than re-starting.** The transition documents emphasize that the new entity should "build on the previous PSTF, PPSGC and PPCIT framework" (Attachment 6, page 5; Attachment 7, page 6). The UJMs, Prevention 360, the Coordinating Bodies, the consent forms, the Plan Development templates, and the HSH initiative are all assets ready for continued use. The cost of starting any of these over would be substantial and the loss of momentum would be hard to recover. The Crosswalk in Attachment 8 (slide 3) and the Strategic Plan integration table in Attachment 9 (slide 5) provide clear guidance on how each PPSGC and PPCIT product feeds the new framework.
3. **Completing the outstanding work the July 23 motion required.** Two PPCIT workgroups (Contracting; Legal, Policy, and Regulatory Analyses) were not fully activated. The data-sharing work made meaningful but partial progress, with consents now in place for six departments. A no-wrong-door framework remains to be formalized. These remain important components of this work, and OCFW will need to ensure alignment and coordination with ongoing efforts across the County in these areas.
4. **Resourcing the work at a level proportionate to its scope.** The current effort coordinated approximately \$5.7 billion in P&P spend with only a fraction dedicated to infrastructure. As the Board considers ongoing funding for the new P&P entity, sustainable funding for backbone capacity, community engagement incentives, and ongoing data infrastructure is necessary if the new entity is to do more than re-house current efforts (Attachment 7, page 14).
5. **Maintaining the equity grounding through fiscal contraction.** The federal landscape is constraining funding for prevention, social safety net programs, and resources for immigrant communities. The *Final PPSGC Report* specifically recommended to: "Strengthen, support and advocate for immigrant families through integrated P&P strategies, including funding and programmatic strategies to be included in the new P&P Strategic Plan" (Attachment 7, page 6). The temptation in hard fiscal times is to retreat to baseline programs and defer equity work as "discretionary"; the work conducted until now suggest the opposite – that prevention is most consequential precisely in periods of scarcity, and that the equity grounding should be protected, not relaxed.
6. **Planning for measurement on a timeline that matches the work.** Prevention outcomes manifest over years and decades, not budget cycles. The new accountability framework should include both leading indicators (process and intermediate outcomes that can be observed in months) and lagging indicators (population-level outcomes that may take three to five years or more to shift). The PPSGC's metrics framework, developed with DPH, is a sound starting point. The Departmental Survey now underway (Attachment 9, page 13) is

appropriately positioned to identify which of the County's existing measurement systems can be leveraged and where gaps must be filled.

7. **Continuing the explicit partnership with community.** The I-CAB sunsetted in December 2025 with the recommendation that members continue to participate in PPSGC-convened subcommittees and workgroups (Attachment 7, page 9). Community engagement is one of the most resource-intensive functions in any prevention infrastructure, and perhaps one of the most undervalued. The new P&P entity should not treat the existing CB-based community engagement as sufficient; explicit, funded, sustained engagement with people with lived experience – at decision-making points, not only at listening sessions – is the connective tissue that distinguishes prevention from coordination of pre-existing programs.

## Conclusion

The work documented in this report represents the most significant step Los Angeles County has ever taken toward a unified, equity-grounded prevention and promotion system – and the momentum built through years of hard-won progress must not be lost. Building on the substantial foundation already put in place, the transition to OCFW does not represent a reboot, but rather an opportunity to accelerate. The Board's November 18 motion provides both the mandate, and the architecture needed to move from infrastructure-building to implementation, if leadership, funding, and cross-departmental commitment are provided and sustained. The County has never been closer to realizing the full vision of prevention and promotion – one where residents can be engaged before circumstances escalate to crisis, services are coordinated/integrated rather than siloed, and racial equity is a measurable outcome rather than an aspirational desire. This opportunity must not be allowed to pass. Collectively the County must rise to the occasion for the well-being of the children, youth and families that it serves.

Should you have any questions concerning this matter, you or your staff may contact me at (562) 908-8383.

JC:vsz