

September 15, 2021

**REVISED MOTION BY SUPERVISORS HOLLY J. MITCHELL
AND JANICE HAHN**

Establishing the Los Angeles County Office of Prevention Services

Recent years have seen growing momentum at the local, state and federal levels to invest in prevention programs and services, targeted further upstream, to support and strengthen adults, children, youth, and families. The goal of targeting these services further upstream is to connect adults, children, youth and families to positive supports to reduce the likelihood of negative interaction with county government systems as well as decrease the length of time and intensity of interactions with those same systems.

Through various departmental efforts, the County of Los Angeles (County) has a long history of designing and implementing prevention initiatives. At best, these prevention efforts boast wide-ranging and varied cross-departmental referral networks; at their worst, prevention efforts are conceived in a report, but never realized to the benefit of County residents.

Prevention efforts in child welfare date back to County Board of Supervisor (Board) action as early as 1991 when The Blue-Ribbon Children’s Services Planning Committee (Committee) convened to make recommendations on effective methods to collaborate regarding future planning and coordination of child service programs and resources

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MOTION

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throughout the County¹. At that time, the Committee unanimously stressed an urgent and overriding need to strengthen prevention and early intervention in order to alleviate problems facing children in the child welfare system and encouraged the County to engage in global planning and coordination of the entire children's services system². In 2006, the Board directed the establishment of a comprehensive prevention system. From that Board action, in 2007, the Department of Children and Family Services (DCFS) established the Prevention Initiative Demonstration Project. The project was designed to leverage Countywide community networks to strengthen families' protective factors and increase their economic stability. More recently, in 2014, the Board established the Office of Child Protection (OCP) and in 2016, the OCP released its inaugural strategic plan with a stated focus on providing "children and families with the upfront supports and services they need to prevent them from entering the child welfare system and/or limit their involvement with the system once they are known to it." Following the release of that plan, in 2017, OCP released "*Paving the Road to Safety for our Children: A Prevention Plan for Los Angeles County*"³. The plan makes a bold assertion that is still very much true today: *every one of us must "own" prevention*. Furthermore, the report states, "we (the collective County) share responsibility for achieving this vision; it requires each of us to think differently about how we engage and support [adults, youth, and] families, as well as how we engage and support each other." Across the County, other departments have created similar prevention systems targeted to support adults, children, and families.

For example, in 2009, the Department of Mental Health (DMH), released its Prevention and Early Intervention Plan. The goal of the plan, with its focus on prevention and early intervention services, was to help inform and identify adults and their families who may be affected by some level of mental health issues⁴. Following identification, the

¹ Chief Executive Office (CEO) Report on Reimagining Safety Health and Human Services for the County's Children and Families (2021)

² Chief Executive Office (CEO) Report on Reimagining Safety Health and Human Services for the County's Children and Families (2021)

³<http://ocp.lacounty.gov/Portals/OCP/PDF/Prevention/Prevention%20Plan/2017-06-29%20Paving%20the%20Road%20to%20Safety%20for%20Our%20Children.pdf?ver=2018-10-24-073408-057>

⁴ <https://dmh.lacounty.gov/about/mhsa/pei/>

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secondary goal was to provide mental health education, outreach and early identification (prior to diagnosis) to mitigate costly negative long-term outcomes for mental health consumers and their families. More recently, in partnership with both the Department of Public Health (DPH) and the University of California Los Angeles (UCLA), DMH established both the Public Partnership for Wellbeing and the Healthy Neighborhoods initiatives. These initiatives were developed to both strengthen communities and improve the wellbeing of County residents as well as increase access to coordinated health and mental health care.

DPH's Substance Abuse Prevention and Control (SAPC) program leads and facilitates the delivery of a full spectrum of prevention, treatment, and recovery support services to reduce the impact of substance use, abuse, and addiction in the County⁵. SAPC's prevention provider network boasts service partnerships designed to deliver services to youth who are at high risk for substance abuse, and to communities with the highest priority alcohol-related problems and contributing factors. Through these services, SAPC aims to decrease the social norms and community conditions that contribute to alcohol and other drug use within the target population(s) and/or communities.

In March 2017, County voters approved Measure H, a landmark ¼ percent increase to the County's sales tax, to provide an ongoing revenue stream, an estimated \$355 million per year for ten years, to fund homeless services. Encompassing a comprehensive regional approach, the Measure H funding plan includes 21 interconnected strategies in six areas to combat homelessness. The first area, Prevention, was conceived to deliver homeless prevention services to adults and families. Since an initial funding allocation of \$8.5 million in fiscal year (FY) 2017-2018⁶, the County's investment in homeless prevention services has ballooned to just over \$25 million in FY 2021-2022⁷.

⁵ <http://publichealth.lacounty.gov/sapc/AboutUs.htm>

⁶ <https://homeless.lacounty.gov/wp-content/uploads/2019/02/Measure-H-Funding-Recommendations.pdf>

⁷ https://homeless.lacounty.gov/wp-content/uploads/2021/04/FINAL_MH-FY21-22-Rec-Summary-Chart-for-Public-Release_4.1644.pdf

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By definition, the purpose of prevention services is to avoid negative outcomes and interactions to achieve a specific targeted outcome. To achieve this goal, primary prevention focuses on the reduction of modifiable risk factors⁸. Research findings are clear; a deeper, more coordinated, Countywide prevention plan, guided by the social determinants of health and well-being, not only reduces the racial disproportionality laden within our systems, but positions adults, children, youth and families to thrive. Moreover, the fiscal impact is well demonstrated; targeted prevention investments pay for themselves: for every \$1 invested in primary prevention, up to \$18 in future public spending can be saved⁹.

In coordination with the UCLA Pritzker Center for Strengthening Children & Families, the County's Chief Executive Officer, through the Executive Director of Racial Equity, recently released a report outlining *Recommendations for Reimagining Child Welfare & Safety in Los Angeles County*¹⁰. The principal goal of the report was to provide strategies to address long-standing disparities within the County's child welfare system. However, the findings speak to persistent hinderances and the County's inability to implement a recurrent list of recommendations, which underscores a key notion and a larger Countywide unavoidable truth: *while the County has invested in a number of prevention efforts, it is not clear that these efforts have been set up to be successfully integrated and coordinated across departments*. Furthermore, the report finds that only a system grounded in equity, with a focus on addressing the social determinants of health, will meaningfully connect adults, children, youth and families to the positive supports necessary to reduce the likelihood of negative interaction with County systems.

In its conclusion, the report provides a prevention recommendation for child welfare practice, which carries considerable applicability for a larger Countywide prevention effort, designed for adults, children, and families. As imagined, the report

⁸ <https://bmcmmedresmethodol.biomedcentral.com/articles/10.1186/1471-2288-10-10>

⁹ <https://www.samhsa.gov/sites/default/files/cost-benefits-prevention.pdf>

¹⁰ Chief Executive Office (CEO) Report on Reimagining Safety Health and Human Services for the County's Children and Families (2021)

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urges County leadership to consider the use of a centralized leadership structure to streamline, align and proliferate equitable prevention programming across departments.

The time has come for the County to take the bold step to imagine a transformative coordinated prevention and intervention strategy. The strategy must be aligned in a manner that addresses specific issues that brings adults, children, youth and families to the attention of County systems; issues such as unaffordable housing, lack of employment, food insecurity, the need for access to culturally responsive, trauma- and healing-informed and sometimes specialized mental health, domestic violence, and substance use and addiction services. The vision for a better County, post pandemic, includes a primary prevention strategy, that at its core, is designed to inherently address the disproportionality laden within our systems. Programming and services must be consistently delivered upstream to residents to improve well-being and strengthen adults, children, youth and families.

WE THEREFORE MOVE THAT THE BOARD OF SUPERVISORS:

1. Direct the Chief Executive Officer (CEO) to convene a taskforce, chaired by the Executive Director of Racial Equity, comprised of, but not limited to, the following Los Angeles County (County) departments and partners: Department of Children and Family Services, Departments of Mental Health, Public Health, and Health Services, Department of Public Social Services, Department of Workforce Development Aging and Community Services Office of Child Protection , CEO – Homeless Initiative, the Los Angeles Homeless Services Authority , the Los Angeles County Development Authority , CEO – Poverty Alleviation Initiative, the Los Angeles County Office of Education, County Counsel, First 5 Los Angeles, the Alternatives to Incarceration Initiative, and the UCLA Pritzker Center for Strengthening Children & Families.
 - a. The taskforce is to report back to the Board in writing within 180 days on the following:
 - i. Recommended options for a governance structure designed to coordinate and effectuate a comprehensive community-based prevention services delivery system.

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1. The process for developing a recommended governance structure must include a comprehensive community engagement process which highlights and prioritizes the voices of those with lived experiences, including adults, children, youth, and families, and community-based organizations deeply engaged in prevention work.
2. The proposed governance structure should possess the necessary budgeting, staffing, contracting, and data sharing authorities across relevant departments to effectuate Countywide community-based prevention service delivery.
 - ii. A comprehensive Countywide funding streams analysis, with information provided by impacted departments and reviewed by CEO Budget, that will detail existing funding available for Countywide prevention services to support the implementation of a full-scale Countywide coordinated prevention strategy.
 1. The funding streams analysis should contain recommendations for a County-designated central budget entity to coordinate prevention dollars received from all relevant County departments.
 - iii. A set of guiding prevention metrics, principally informed by an equity centered framework (i.e., life course, racial equity, or social determinants of health) which reflect how County residents' lives were made better as result of receipt of prevention services.
2. Approve the attached Fiscal Year 2021-22 appropriation adjustment to transfer \$500,000 from the Provisional Financing Uses budget unit to the CEO's Operating Budget to provide funding for the Anti-Racism, Diversity and Inclusion Initiative to support the convening and completion of the work of the taskforce.

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(KD/ME)

September 15, 2021

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPARTMENT OF CHIEF EXECUTIVE OFFICER

AUDITOR-CONTROLLER:

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. PLEASE CONFIRM THE ACCOUNTING ENTRIES AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF EXECUTIVE OFFICER FOR HER RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFORE
FY 2021-22
3 - VOTES

SOURCES		USES	
PFU-CHILDREN AND FAMILY SERVICES A01-CB-2000-13749-13759 SERVICES & SUPPLIES DECREASE APPROPRIATION	500,000	CHIEF EXECUTIVE OFFICER A01-AO-2000-10100 SERVICES & SUPPLIES INCREASE APPROPRIATION	500,000
SOURCES TOTAL	\$ 500,000	USES TOTAL	\$ 500,000

JUSTIFICATION

Reflects the transfer of one-time funding from the Provisional Financing Uses budget unit to the Chief Executive Officer to support the work of the taskforce related to the establishment of the Office of Prevention Services.

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES
23 SEP 15 2021

William Leung

Digitally signed by William Leung
DN: cn=William Leung, o=Chief Executive Office,
ou=Budget & Fiscal Services,
email=wleung@ceojacounty.gov, c=US
Date: 2021.09.08 11:42:42 -0700

AUTHORIZED SIGNATURE for THERESA TRAN, MANAGER, CEO

BOARD OF SUPERVISOR'S APPROVAL (AS REQUESTED/REVISED)

CELIA ZAVALA
EXECUTIVE OFFICER

REFERRED TO THE CHIEF
EXECUTIVE OFFICER FOR--

- ACTION
- RECOMMENDATION

AUDITOR-CONTROLLER

B.A. NO. 031

BY **Lan Sam**
Digitally signed by Lan Sam
Date: 2021.09.08 11:56:29
-0700

DATE Sept. 8, 2021

APPROVED AS REQUESTED

APPROVED AS REVISED

CHIEF EXECUTIVE OFFICER

Angela
Schiller

DATE Sept 8, 2021

Digitally signed by Angela Schiller
DN: cn=Angela Schiller, o=Finance,
ou=Financial Policies Control,
email=aschiller@ceojacounty.gov, c=US
Date: 2021.09.08 12:02:06 -0700