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Janice Hahn, Fourth District
Kathryn Barger, Fifth District

COUNTY OF LOS ANGELES
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, CA 90012
(213) 974-1101 ceo.lacounty.gov

CHIEF EXECUTIVE OFFICER
Fesia A. Davenport

June 26, 2024

To: Supervisor Lindsey P. Horvath, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Offi

REPORT BACK ON BUILDING LOS ANGELES COUNTY'S PREVENTION INFRASTRUCTURE (ITEM NO. 15, AGENDA OF JULY 25, 2023)

On July 25, 2023, the Board of Supervisors (Board) adopted a motion to: 1) adopt the vision, model, and guiding principles recommended by the Prevention Services Task Force (Task Force) for the delivery of comprehensive community-based prevention and promotion services; and 2) establish the Prevention and Promotion Systems Governing Committee (Committee) to oversee the coordination and collaboration of prevention and promotion services Countywide, including recommendations for the development of a Prevention Community Advisory Group (CAG) and a plan for compensating members. The Board further directed the Executive Director of Racial Equity, in collaboration with the Committee Chair, to establish and oversee the Prevention and Promotion Coordination and Implementation Team (PPCIT) and for the Chief Executive Office (CEO) to establish a Countywide Management Appraisal and Performance Plan goal for all departments that are members of the Committee and those engaged by the Committee in the implementation of the goals.

Attachment I provides an overview of the Los Angeles County Stakeholder Incentives Guidance (Guidance) and recommendations for Countywide policies, procedures, and practices to facilitate stakeholder incentives, when appropriate, for community members with an advisory, coordinating, or planning role as part of a County-sponsored advisory entity, such as the CAG. The Guidance document (Attachment II) consists of:

- A framework for stakeholder incentives;
- Examples of stakeholder incentive practices used by County departments;
- Procurement guidelines for different incentive methods; and
- A recommendation for effectuating a Stakeholder Incentive Framework for the County through:
    - Adoption of a Board policy;
    - Exploring, per the Auditor Controller, the creation of an enabling ordinance to grant the Board the authority needed to establish a universal Stakeholder Incentive program; and
    - Delegating authority to the CEO to develop and update guidelines as necessary to address any future needs that may arise during implementation.

Should you have any questions concerning this matter, please contact me or D'Artagnan Scorza, Ph. D., Executive Director of Racial Equity at (213) 974-1761 or dscorza@ceo.lacounty.gov.

FAD:JMN:CDM:
DS:HJN:es

Attachments

c: Executive Office, Board of Supervisors
County Counsel
Children and Family Services
Health Services
Human Resources
Internal Services
Mental Health
Public Health
Public Social Services

ATTACHMENT I

Building Los Angeles County's Prevention Infrastructure

Introduction

On July 25, 2023, the Board of Supervisors (Board) adopted a motion to: 1) adopt the vision, model, and guiding principles recommended by the Prevention Services Task Force (Task Force) for the delivery of comprehensive community-based prevention and promotion services; and 2) to establish the Prevention and Promotion Systems Governing Committee (Committee) to oversee the coordination and collaboration of prevention and promotion services Countywide, including recommendations for the development of a Prevention Community Advisory Group (CAG) and a plan for compensating members. The Board further directed the Executive Director of Racial Equity, in collaboration with the Committee Chair, to establish and oversee the Prevention and Promotion Coordination and Implementation Team (PPCIT) and for the Chief Executive Office (CEO) to establish a Countywide Management Appraisal and Performance Plan goal for all departments that are members of the Committee and those engaged by the Committee in the implementation of the goals.

This report provides an overview of the Los Angeles County Stakeholder Incentives Guidance (Guidance) and recommendations for Countywide policies, procedures, and practices to facilitate stakeholder incentives, when appropriate, for community members with an advisory, coordinating, or planning role as part of a County-sponsored advisory entity, such as the CAG. The Guidance document (Attachment II) consists of:

- A framework for stakeholder incentives;
- Examples of stakeholder incentive practices used by County departments;
- Procurement guidelines for different incentive methods; and
- A recommendation for effectuating a Countywide stakeholder incentives framework for the County through the adoption of a Board policy that establishes a universal stakeholder incentives policy for the County.

Background

Stakeholder incentives refer to the forms of payment for a person's time, expertise, and participation when consulting with, advising, and providing recommendations to the County. Incentives include monetary payment, gift cards, entry into opportunity drawings, and incentives such as material goods. Its purpose is to remove opportunity costs and other barriers that prevent a fair representation of diverse perspectives during County events designed to seek consultation from community members. Incentives are particularly important for those who are the most impacted by County decisions and the least resourced to participate in decision-making processes. Incentives can also motivate higher levels of engagement among groups historically underrepresented during community engagement activities by not only incentivizing participation but by also leveling power imbalances that may emerge between those

who are and are not professionally paid to participate. Ultimately, providing stakeholder incentives acknowledges the importance of community input in the planning and implementation of County initiatives and explicitly places value on expertise gained through professional and lived experiences, both of which are needed to inform programs, services and/or policies.

The Los Angeles County Stakeholder Incentives Guidance

To promote the practice of providing stakeholder incentives, ARDI's Stakeholder Engagement Workgroup convened a Subgroup to develop the Los Angeles County Stakeholder Incentives Guidance on behalf of the Workgroup. The Workgroup is one of four bodies that supports the implementation of the Los Angeles County Racial Equity Strategic Plan and consists of representatives from 33 departments. The Stakeholder Engagement Workgroup convenes monthly to specifically develop, implement, disseminate, and showcase stakeholder and community engagement and tribal consultation processes, methodologies, and best practices to ensure the voices of those most affected by County systems can participate in decision-making.

The Subgroup's membership was a subset of the Workgroup members and included representatives from ARDI, CEO-Homeless Initiative, the departments of Health Services (DHS), Human Resources, Internal Services, and Public Health (DPH), and First 5
Los Angeles. To produce the Guidance, the Subgroup identified gaps and barriers to providing incentives, researched incentive practices in County departments and other jurisdictions, compiled the findings, and developed procurement guidelines and recommendations.

Department Gaps and Barriers to Stakeholder Incentives

In January 2022, the ARDI Stakeholder Engagement Workgroup surveyed member departments to better understand the state of stakeholder incentives in the County, including current practices, barriers, and needed support. Of the 24 departments that participated in the survey, only 23 percent indicated that they incorporate stakeholder incentives as part of their project planning and 29 percent said they have provided some form of stakeholder incentive. When asked to identify the challenges to providing stakeholder incentives, 58 percent cited funding challenges, 46 percent cited difficulty in determining appropriate incentive amounts and fair processes to select who is compensated, and 21 percent cited a lack of or challenging procurement processes. Finally, when respondents were asked what sources and/or support could assist them in providing stakeholder incentives, 96 percent asked for policy guidance and 83 percent asked for a toolkit with information on how to provide stakeholder incentives.

Stakeholder Incentive Models

The Subgroup reviewed examples of stakeholder incentive guidelines from various government entities and non-profit organizations to help inform the Guidance and lay the foundation for the stakeholder incentives framework, best practices, and recommendations referenced in the document. These entities included:

- City of Pasadena
- Children's Services Council in Palm Beach County (Florida)
- Colorado Equity Alliance, an alliance of 13 state agencies and 11 community organizations to operationalize equity (Colorado)
- Cook County Health and Hospital Systems (Illinois)
- First 5 Los Angeles
- KConnect, a network of public, private, and independent organizations in Kent County (Michigan)
- The Los Angeles County Metropolitan Transportation Authority
- The Patient and Family Advisor network, a national network of patients and family members who are seeking to reinvent the healthcare system
- Portland Metro (Oregon)
- San Francisco Department of Public Health, Office of Health Equity

Additionally, the Subgroup conducted interviews with County departments that were actively providing stakeholder incentives to learn about the methods used and any lessons learned and invited the Executive Office of the Board of Supervisors (Executive Office) to discuss their compensation model for commissioners. Examples from Arts and Culture, CEO-ARDI, the Executive Office, Health Services, and Public Health were summarized in the Guidance. Information highlighted in the summary included: projects for which stakeholder incentives were offered; the incentive type, method, amount rate, and delivery; and procurement methods, all of which showcased a diverse set of homegrown stakeholder incentive procedures and practices developed individually by departments to facilitate community engagement.

<u>Recommendations for Stakeholder Incentives</u>

Based on the Subgroup's research and findings, a more unified approach would better support and benefit departments by providing consistent, streamlined, and/or effective standards and administrative mechanisms to implement stakeholder incentives. The following key recommendations are intended to facilitate stakeholder incentives and community engagement practices more broadly, as well as to strengthen existing practices currently being implemented.

1. **Remove funding restrictions and other administrative barriers to providing refreshments, transportation, translation/interpretation services, and childcare during stakeholder engagement activities**. These components are not considered incentives but are essential to support participation and facilitate engagement. They should be provided regularly or whenever possible.

2. **Adopt the recommended stakeholder incentives framework in the Guidance**. Adapted from KConnect's engagement framework and incentive structure, the framework covers the different types of engagement, the department's duties, and obligations to the stakeholder for each type of engagement, engagement activity, and recommendations on incentive rates amounts and activities to facilitate engagement, based on engagement.

3. **Strongly encourage departments to develop clear guidelines for stakeholder incentives based on the broader County stakeholder incentives framework**. This should be done in consultation with Auditor-Controller and County Counsel to determine who can be compensated, for which activity, and for how much to ensure accountability, consistency, and transparency in the disbursement of public funds.

4. **Develop a universal stakeholder incentives policy that addresses the following considerations**:
   - Authority for a Stakeholder Incentives Program
   - Criteria for compensated stakeholders
   - Payment methodologies
   - Incentive levels
   - Funding sources

   Such a policy should include a companion toolkit with information on the necessary administrative procedure and processes to provide stakeholder incentives.

   Additionally, it is recommended that the Board delegate authority to the CEO for developing and updating guidelines as needed to address future needs that may arise during implementation.

County of Los Angeles
Anti-Racism,
Diversity,
& Inclusion

CREATING AN LA COUNTY
WHERE WE ALL THRIVE

Los Angeles County Stakeholder Incentives Guidance

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Introduction

On July 21, 2020, the Los Angeles County Board of Supervisors (Board) unanimously passed a motion to establish an Anti-Racist Policy Agenda to address "generational inequality and systematic anti-Black racism." Recognizing that racism is "a matter of public health" in the County and that racism against Black people and communities of color has resulted in large disparities in family stability, health and wellbeing, education, employment, economic development, public safety, criminal justice and housing, the Board directed the County Chief Executive Officer to establish the Anti- Racism, Diversity & Inclusion (ARDI) Initiative, which is now led by Dr. D'Artagnan Scorza as the Executive Director of Racial Equity.

In order to support ARDI's work to create long-lasting, positive change within the County, departments have actively participated in Countywide efforts through workgroups with the goals of supporting peer learning and strengthening relationships among County employees and the communities we serve. One workgroup is the Stakeholder Engagement (SE) Workgroup made up of representatives from 33 departments.

The purpose of the SE Workgroup is to develop, implement, disseminate, and showcase stakeholder and community engagement and tribal consultation processes, methodologies, and best practices to ensure the voices of those most affected by the systems being analyzed in the Racial Equity Strategic Plan are elevated and incorporated into decision making. The Stakeholder Compensation Subgroup (Subgroup) was convened by the SE Workgroup to conduct research on model practices, learn about models used in the County, identify gaps and barriers, and issue guidance to departments on stakeholder incentives. Members included representatives from the Chief Executive Office (CEO)-ARDI, CEO-Homeless Initiative, and the departments of Health Services, Human Resources, Internal Services, and Public Health.

This document details the Subgroup's findings and recommendations on facilitating stakeholder incentives. It includes: a framework for stakeholder incentives; examples of stakeholder Incentives from County departments; procurement guidelines for different methods of incentives; and recommendations for departments considering stakeholder engagement incentives. It is a set of guidelines on how to provide stakeholder incentives when departments seek authentic engagement from community members with lived expertise. For questions and additional information about the Subgroup, please contact Scott Chan, Senior Staff Analyst, Department of Public Health, at schan@ph.lacounty.gov or Heather Jue Northover, Principal Analyst, CEO-ARDI, at hnorthover@ceo.lacounty.gov.

Importance of Stakeholder Engagement and Incentives

A stakeholder is a community member who lives or works in Los Angeles County (County) and voluntarily participates in a department's engagement activities for purposes of supporting, developing, partnering, and/or improving the County's programs, services and/or policies. Stakeholder engagement is invaluable because it recognizes the importance of lived experience and community input in the planning and implementation of departmental projects. Stakeholder engagement also ensures that departments are collaborating with community members throughout the governmental process, as well as those who may be directly impacted by County programs.

> *Stakeholder incentives are a necessary component of democratizing a participatory government. Therefore, County departments should incentivize stakeholders for their participation in assisting departments to improve their services and programs. Incentives refer to the form of payment for a person's time and expertise. Compensating a community member appropriately may motivate higher levels of engagement and participation in current and future projects. Incentives includes monetary incentives, gift cards, entry into opportunity drawings, and incentives such as material goods.* ***Refreshments, transportation, translation/interpretation services, and childcare should <u>not</u> be considered incentives as they are used to support participation and reduce barriers to engagement.*** *They are considered facilitators of engagement and should be provided whenever possible. Remove funding restrictions and other administrative barriers to obtain these services, if needed.*

In a January 2022 survey of the SE Workgroup member departments, with 24 departments participating, only 23% of departments indicated they incorporate stakeholder incentives as part of their project planning. Moreover, only 29% have provided some form of stakeholder incentives, including money; gift cards; incentives, such as material goods, and expenses reimbursement. **When asked to identify the challenges to proving incentives, 58% indicated identifying funding, 46% indicated both determining appropriate incentive amounts and determining a fair process for who is incentivized, and 21% indicated understanding the procurement process.** Last, when asked what sources and/or support departments would like to see to assist in providing stakeholder incentives, **96% asked for policy guidance while 83% asked for a toolkit with information on how to provide stakeholder incentives.**

To assist County departments, the Subgroup researched and learned about incentive practices in County departments and other jurisdictions, developed procurement guidelines and recommendations, and compiled the findings into this document.

Recommended Stakeholder Incentives Framework

The Subgroup reviewed stakeholder incentives frameworks from various government entities and non-profit organizations. **The most comprehensive frameworks recognized there is a spectrum of community engagement and that stakeholders should be incentivized based on their level of participation.** Below is a framework[1] modeled after KConnect, "a network of public, private and independent organizations which aims to facilitate and advance a common agenda to ensure all children in Kent County have a clear path to economic prosperity through quality education, family, and community support."

The Subgroup recommends the Board adopt a similar framework detailed below. The framework covers the following:

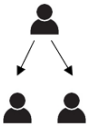
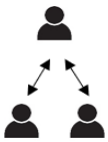
- Different types of engagement (i.e., how a department chooses to utilize stakeholders in their project planning).
- Department's duties and obligations to the stakeholder for each type of engagement.
- Engagement activity (i.e., how a department will solicit engagement); and
- Recommendations on Incentive amounts and activities to facilitate engagement, based on engagement.

The chart is a summary of information gathered from multiple departments regarding their current stakeholder programs. It is organized from the least to most time and expertise required for engagement. Since Incentive amounts are related to the level of engagement, there is no expectation to incentivize when the purpose is only to inform the stakeholder by sharing information. Once engagement extends to consulting and beyond, which requires time commitment and expertise, incentives should be provided. It is each department's discretion to determine incentive type and amount; however, there should be policy provisions that all departments must work within, as described below. Departments should also facilitate engagement by providing mechanisms that reduce barriers to participation with deeper commitment. **Last, departments are highly encouraged to develop clear guidelines and policies within the broader County framework, in consultation with Auditor-Controller and County Counsel, regarding who is incentivized, for which activity and for how much, to ensure accountability, consistency and transparency in the disbursement of public funds.**

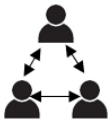
Please review pages 8-19 of this document for examples of stakeholder incentives from some County departments, to obtain a better understanding the spectrum of stakeholder engagement and Incentive type and amount.

[1] https://k-connect.org/wp-content/uploads/2023/12/Community-Engagement-Framework-2023.pdf

Below are examples of engagement types, objectives, obligations, activity description, incentives, and methods to reduce barriers to engagement:

Engagement Type and Meaning	Department's Objective	Department's Obligation to Stakeholders	Engagement Activity	Incentive Rate, Type, and Procurement Method	Methods to Reduce Barriers to Stakeholder Engagement
Inform: Department shares information about new programs or services with stakeholders. 	Provide the stakeholders with balanced and objective information to assist them to understand the problem, alternatives, opportunities, and/or solutions.	Keep stakeholders informed.	- Fact sheets - Websites - Open house	None.	Consider providing refreshments, transportation, translation/ interpretation services, and childcare. See pages 20-22 on how to Procure these services.
Consult: Department invites feedback on new programs or services.	Obtain stakeholder feedback on analysis, alternatives, and/or decisions.	Keep stakeholders informed, listen, and acknowledge concerns and aspirations, and provide feedback on how stakeholders' input influenced the decision.	- Surveys - Meetings - Focus Group Participation	$25-$50 gift card.[2] See page 24 on how to procure gift cards.	
Involve: Department works with stakeholders at every stage of planning and decision-making. 	Work directly with stakeholders throughout the process to ensure their concerns and aspirations are consistently understood and considered.	Ensure stakeholders' concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how the stakeholders' input influenced the decision.	- Workshops - Deliberative polling	$10-$300.[3]	

[2] The range is based on what County departments currently incentivize their stakeholders (see page 19 for a summary of departmental incentive rates). Departments have discretion to increase or decrease the amount, depending on level of engagement and expertise.
[3] This range is based on what County departments currently incentivize their stakeholders (see page 19 for a summary of departmental incentive rates). Departments have discretion to increase or decrease the amount within the County's policy framework, depending on level of engagement and expertise.

Engagement Type and Meaning	Department's Objective	Department's Obligation to Stakeholders	Engagement Activity	Incentive Rate, Type, and Procurement Method	Methods to Reduce Barriers to Stakeholder Engagement
Collaborate: Department enables stakeholders to participate in decision-making and planning. 	Partner with stakeholders for their advice and innovation in each aspect of the decision, including the development of alternatives and the identification and preferred solution.	Look to the stakeholder for advice and innovation in formulating solutions and incorporate advice and recommenda-tions into the decision to the maximum extent possible.	- Community advisory committees - Consensus building - Participatory decision making for recommenda-tions to the Board or department	$10-$300.[4]	
Co-lead: All decisions are made and implemented by the department and stakeholders.	Support the decision-making of the stakeholders.	Co-design, lead, and implement a project with the stakeholders from the on-set. This is the gold standard in stakeholder engagement.	- Neighborhood Council	No incentives, as this is co-leadership.	

[4] This range is based on what County departments currently incentivize their stakeholders (see page 19 for a summary of departmental incentive rates). Departments have discretion to increase or decrease the amount within the County's policy framework, depending on level of engagement and expertise.

Examples of Stakeholder Incentives from County Departments

The Subgroup conducted interviews with departments that indicated in the January 2022 survey that they are actively involved with stakeholder incentives. The goal was to learn about the methods used and any lessons learned. In addition, the Subgroup invited the Executive Office of the Board of Supervisors (Executive Office) to discuss their compensation model for commissioners.

Below is a summary of the information from the five departments: Arts and Culture; Health Services; Public Health; the CEO; and the Executive Office. The summary includes: 1) the project requiring stakeholder engagement; (2) incentive type, method, amount, and delivery; 3) procurement method; and 4) any special considerations. **Departments considering stakeholder incentives are highly encouraged to read these examples and contact the department for additional information.**

Arts and Culture

Arts and Culture engages with stakeholders through several different ways, including grant review panelists, artist selection panelists, community subject matter experts, panel speakers, focus groups, and other types of initiatives.

- Incentive Recipient
  - For Grant reviewers – a Memorandum of Understanding (MOU) is established with each panelist to clarify expectations.
  - Community members must register and become County Vendors prior to service (see page 24 for information on how to become a County vendor).

- Incentive Method
  - Blanket encumbrance using an object code developed by the Auditor-Controller.
  - The payment is considered non-employee wages as consultants.

- Type of Incentives
  - Payments are typically based on time spent and budget for the activity.
  - Examples, grant reviewers:
    - Grant reviewers are given $500 for training and participation in the application review process (each person typically reviews 20 extensive grant applications). More is given when the involvement is more time consuming.
    - For other types of services, incentives generally average out to $20-$30/hour, but varies depending on the specialty required.
    - In some cases, a flat fee of $100 is provided for low-level engagements (e.g., shorter duration, one-time performances, etc.).

- Incentive Delivery
  - Stakeholder funding is dependent on the overall program funding source, and this activity is often built into the program budget.
  - All payments are issued via eCaps.

- Application Process
  - Department conducts an open call for candidates for their grant programs. The department has a specific vetting process to ensure evaluation panels have a diversity of subject matter expertise and experience. They receive recommendations and referrals from other departments, commissioners, and Board Offices. Department staff will research other community members to source subject matter experts or community representatives depending on the needs of the specific program.
  - Conflict of interest forms are used for all vendors to ensure transparency and appropriate assignments of work when reviewing funding applications.
  - Department is also developing a general MOU form that staff can use in addition to the conflict-of-interest form to outline the expectations that come with being an incentivized stakeholder. The MOU will define the scope of the engagement and expectations for participating in the evaluation/engagement.

- Special Consideration
  - Open community call is used to identify specific skills and develop a pool of stakeholders.
  - If a stakeholder receives more than $600/year, a 1099 will be issued per IRS rules.

- Contact
  - Brandon Turner, BTurner@arts.lacounty.gov

- Website
  - https://www.lacountyarts.org/funding

Department of Health Services (DHS)

Project: My Health LA Community Council

My Health LA is a primary care coverage program that contracts with community clinics to provide primary care to low-income Los Angeles County residents. The community council helps guide decisions to improve the program.

- Incentive Recipient
  - Individual
- Incentive Method
  - Gift card
- Procurement Method
  - See page 24 on how to procure gift cards.
- Incentive Rate
  - $25 per meeting (hour-long virtual meeting).
- Incentive Delivery
  - Checks are sent via mail.
- Application Process
  - Short application to be on the MHLA Community Council.
- Special Consideration
  - DHS developed procedures and protocols for storage and distribution of gift cards.
- Contact
  - Anna Gorman, agorman@dhs.lacounty.gov
- Website
  - https://dhs.lacounty.gov/my-health-la/my-health-la2

Division and Project: Equity, Diversity, Inclusion, and Antiracism (EDIA) Initiative, EDIA Strategic Planning

The EDIA initiative is DHS' commitment to work together towards building a world of health care that is more equitable and just for DHS patients, community, and workforce. The DHS Strategic EDIA Plan was made possible through DHS' commitment to inclusivity at every step of the way which included listening sessions, presentations, meetings, feedback gatherings etc. in a genuine effort to include and engage as many voices as possible.

- Incentive Recipient
  - Individual

- Incentive Method
  - Community/patient EDIA Subcommittee members: check issued by DHS' contractor.
  - Community/patient EDIA listening session participants: electronic gift card after session.

- Procurement Method
  - See page 24 on how to procure gift cards.

- Incentive Rate
  - Community/patient EDIA Subcommittee members: $30/hour
  - Community/patient EDIA listening session participants: $50 Visa electronic gift card.

- Incentive Delivery
  - Community/patient EDIA Subcommittee members: mail
  - Community/patient EDIA listening session participants: electronic gift cards sent via email.

- Application Process
  - Community/patient EDIA Subcommittee members: application and selection by each EDIA Subcommittee recruitment committee.
  - Community/patient EDIA listening session participants: N/A - participants signed up via Eventbrite.

- Special Consideration
  - DHS worked with an outside consultant to develop a strategic plan for its EDIA initiative; community members and patients were part of the process. The consultant handled all payments directly to stakeholders and billed DHS monthly for community incentives as part of the consultant contract.

- Contact
  - Danielle Gautt, dgautt@dhs.lacounty.gov

- Website
  - https://dhs.lacounty.gov/who-we-are/work-or-partner-with-us/equity-diversity-inclusion-and-antiracism-initiative/

Division: Patient Family Engagement Program

Since the start of the Patient Family Engagement Program, the patient family advisors have provided or shared their lived experiences on various DHS-driven projects involving Virtual Healthcare, COVID communications, LA Health Patient

Portal, the EDIA Initiative, Electronic Lab/Pharmacy Queuing System, and Olive View Medical Center Social Determinants of Health ED Patient Interviews. The Program uses a lens that volunteerism is a privilege that not everyone in the community can afford. The Program aims to incentivize patients for their time in helping to co- design their services.

- Incentive Recipient
  - Community members
- Incentive Method
  - Electronic gift cards
- Procurement Method
  - See page 24 on how to procure gift cards.
- Incentive Rate
  - Range between $25 - $50 an hour depending on time commitment and project.
- Incentive Delivery
  - Electronic gift cards sent via email.
- Application Process
  - Patient Family Advisory Application Process.
- Special Consideration
  - Program needs sustainable funding source to continue to support greater diversity in the Patient Family Advisory Councils.
- Contact
  - Miguel Renteria, mirenteria@dhs.lacounty.gov
- Website
  - https://dhs.lacounty.gov/who-we-are/work-or-partner-with-us/volunteer-services/patient-family-partnership-hub/

Division and Project: ACEs-LA, CBO Advisory Board (CAB)

The ACEs-LA Network of Care (NoC) is a collaborative effort between LA County stakeholders, DHS, and the state to address Adverse Childhood Experiences and build family and community resilience. Through ACEs-LA, patients are screened and treated at health centers. They also help connect clinicians and programs with social services organizations (CBOs) so that they can jointly meet the needs of children and families impacted by toxic stress. The Network of Care CBO Advisory Board (CAB) was formed to build and sustain key NoC community referral partnerships, advise the NoC and CBO community, and promote equity and trauma-informed care.

- Incentive Recipient
  - CBO representative
- Incentive Method
  - Electronic Uber Eats Gift card
- Procurement Method
  - See page 24 on how to procure gift cards.
- Incentive Rate
  - $30 per meeting
- Incentive Delivery
  - Electronic gift card sent via email.
- Application Process
  - CAB members invited by ACEs-LA community navigator team.
- Contact
  - Nina Thompson, mthompson4@dhs.lacounty.gov
- Website
  - https://aces-la.org/

Project: Reentry Health Advisory Collaborative (RHAC)

The Los Angeles County Reentry Health Advisory Collaborative is a collaborative of 11 formerly incarcerated individuals who provide real-time feedback on healthcare and social service needs related to the incarcerated/formerly incarcerated community and play an integral role in the implementation and monitoring of a Countywide roadmap of Alternatives to Incarceration Care First Vision. Advisory Collaborative members share from their own personal experiences and knowledge base, while working alongside mentors and facilitators to build their understanding and analysis of the criminal justice and other partnering systems (homelessness, housing, workforce development, etc.). Key activities include advising on best practices for capacity building at the organizational level, community asset mapping of local resources that address social determinants of health, and feedback on primary, behavioral, community, and correctional health care delivery.

- Incentive Recipient
  - 11 formerly incarcerated individuals.
- Incentive Method
  - Check issued by third-party fiscal partner.
- Incentive Rate
  - $7,000 per year for 8 to 12 hours per month.

- Incentive Delivery
  - Mail

- Application Process
  - All selected RHAC members completed a short application and participated in a live interview.

- Special Consideration
  - RHAC members are paid through a third-party fiscal partner, LAC + USC Medical Center.

- Contact
  - Diamond Lee, DLee9@dhs.lacounty.gov
  - Diana Zúñiga, diana@treslunas.net

- Website
  - https://rhacla.org/

Department of Public Health (DPH)

Division: DPH Division of Maternal, Child and Adolescent Health, AAIMM (African American Infant and Maternal Mortality) Prevention Initiative

The Los Angeles County AAIMM Prevention Initiative is a coalition of the Department of Public Health in partnership with First 5 LA, DHS, Department of Mental Health, community organizations, mental and health care providers, funders, and community members who are united in one purpose: to address the unacceptable high rates of Black infant and maternal deaths countywide and ensure healthy and joyous births for Black families in LA County. The AAIMM Community Action Teams (CAT) are regionally based County-community collaborative partnerships that consult, inform, and engage residents and stakeholders on upstream and immediate strategies to mitigate the effects of racism and discrimination on health and improve birth outcomes, toward the creation of locally based actions.

- Incentive Recipient
  - Individuals/Organizations who co-lead an AAIMM CAT workgroup and have registered as a vendor with the County
- Incentive Method
  - Check
- Incentive Rate
  - $30 per hour (3 meetings per month x 3hrs per mtg = $270 a month); attendance data is kept
- Procurement Method
  - See page 24 on how to become a County vendor
- Incentive Delivery
  - Mail
- Contact
  - Adjoa Jones, Ajones@ph.lacounty.gov
  - Gwendolynne Cole, gcole@ph.lacounty.gov
- Website
  - http://www.publichealth.lacounty.gov/mch/BIH/bih.htm

Chief Executive Office – Anti-Racism, Diversity, and Inclusion (ARDI) Initiative

Project: Community Input Advisory Board (CIAB)

Provide consultation, critical thinking, and input on the direction of ARDI's strategic planning process, its draft plan, and other emerging ARDI priorities.

- Incentive Recipient
  - Individuals
- Incentive Method
  - Cash, required W-9 for required 1099s
- Incentive Rate
  - Up to $750 for a total of 14 meetings, incentives were tied to meeting attendance
- Incentive Delivery
  - Mail
- Application Process
  - No application process. CIAB members were recommended and selected by an internal review team based on subject matter expertise and diverse representation (race/ ethnicity, geographic diversity, gender, sexual orientation, etc.).
- Special Consideration
  - ARDI procured one-time philanthropic funds to incentivize members for the first year of participation and partnered with the Center for Strategic Partnerships to enlist Southern California Grantmakers as a fiscal sponsor.
- Contact
  - Heather Jue Northover, HNorthover@ceo.lacounty.gov
- Website
  - https://ceo.lacounty.gov/ardi/

Project: Outreach and Feedback on the Draft Strategic Plan

- Incentive Recipient
  - Community-based organizations
- Incentive Method
  - Cash payments

- Incentive Rate
  - $6,000 for at least 2 virtual events.
  - Provided $2,500 of upfront funding.
  - A 10% bonus was provided if they documented the meeting or exceeded their goals (up to $600).
  - ARDI also set aside a separate budget to help procure interpretation services for events by organizational request and offered to reimburse an organization that translated materials.

- Incentive Delivery
  - Mail

- Application Process
  - Community partners were recommended by CIAB members and key informants and represented all five Supervisorial Districts and non-geographically concentrated communities, including American Indian and Alaska Native, Native Hawaiian and Pacific Islander, faith-based, and lesbian, gay, bisexual, and transgender populations.

- Special Consideration
  - ARDI procured one-time philanthropic funds to incentivize members for the first year of participation and partnered with the Center for Strategic Partnerships to enlist Southern California Grantmakers as a fiscal sponsor.

- Contact
  - Heather Jue Northover, HNorthover@ceo.lacounty.gov

- Website
  - https://ceo.lacounty.gov/ardi

Executive Office of the Board

- Compensation Recipient
  - Since its first meeting in 1852, the Board has encouraged citizen involvement and expertise to assist the Board in serving the community. Today, there are over 200 active commissions, committees, joint powers authorities, special districts, and task forces, created by State or Federal law, County Ordinances, or by action of the Board.

- Compensation Method
  - Compensation is outlined by State or Federal law, County Charter, County Ordinance or Board Action. It is determined and established during the collaboration of responsible departments during the feasibility study and is paid from the responsible departments' annual budget.

- Compensation Type and Rate
  - Compensation may include a stipend from $10-$300 per meeting; a cap of a maximum of $5,000 per annual year; reimbursement for mileage and travel based on the County's Fiscal Manual; pre-approved inspections, or training or activities. Compensation is paid by the responsible department.
  - Allocation of funds is set by Executive Director or responsible department.

- Contact
  - Twila Kerr, tkerr@bos.lacounty.gov

- Website
  - https://bos.lacounty.gov/services/commission-services/

Summary of County Departments' Incentive Rates

This chart only summarizes the incentive rates of the departments that participated in the January 2022 SE survey and stated they incentivize stakeholders. There may be departments that did not participate in the survey that incentivize stakeholders. Departments considering stakeholder incentives are highly encouraged to conduct additional research on reimbursement models.

Department	Incentive Rate
Arts and Culture	Depends on level of engagement and expertise. • $450 for training and participation in the application review process for OGP/CIAG; each person typically reviews 20 grant applications • $20-30 per hour for other type of services • $100 flat fee for low level engagements, like a one-time performance
DHS - My Health LA Community Council	$25 gift card per meeting
DHS - Equity, Diversity, Inclusion, and Antiracism (EDIA) Initiative, EDIA Strategic Planning	$30 per hour for subcommittee members $50 gift card for listening session participants
DHS - Patient Family Engagement Program	$25 - $50 gift card per meeting, depending on time commitment and project
DHS - ACEs-LA, CBO Advisory Board (CAB)	$30 gift card per meeting
DHR - Reentry Health Advisory Collaborative (RHAC)	$7,000 per year for at least 28 hours
DPH - AAIMM (African American Infant and Maternal Mortality)	$30 per hour (3 meetings per month x 3hrs per mtg = $270 a month)
CEO ARDI – Community Input Advisory Board	Up to $750 for a total of 14 meetings
CEO ARDI – Outreach and Feedback on the Draft Strategic Plan	$6,000 for at least 2 virtual meetings
Executive Office of the Board	$10-$300 per meeting; a cap of maximum of $5,000 per annual year

Recommendations for Implementing Stakeholder Incentives

The Subgroup acknowledges that implementing stakeholder incentives is multi- layered and challenging. To ensure departments have a solid foundation when implementing stakeholder incentives, below is a set of recommendations and best practices for consideration by the Board. Departments, however, may design their own policies and procedures within the County's policy framework, and should consult Auditor-Controller, County Counsel, and their finance, contracts, or other departmental teams.

We recommend the Board consider directing the development of a universal stakeholder incentives policy that addresses the following topics:

Planning

1. Authority for Stakeholder Incentives Program
2. Establish criteria for stakeholders, such as:
    a. Must live or work in Los Angeles County;
    b. Vetting and application process, if any;
    c. Participation is outside the scope of their paid employment;
    d. Parental/guardian permission for participation is required for stakeholders who are under 18 years of age;
    e. Participation requires the signing of an attestation that there may be tax and/or public benefit consequences to participating in the program and that they understand they are not County employees;
    f. Input and participation are being requested to help the program/department, and no one should participate for the purpose of being incentivized;
    g. Participation by stakeholders should be completely voluntary, including the decision to attend any events/meetings;
    h. Cannot be a current County employee or LACERA retiree;
    i. May not have a conflict of interest pursuant to the Political Reform Act or Government Code section 1090;
    j. Consider limitation on the number of hours or activities a stakeholder can participate;
    k. Required to sign confidentiality agreements at the beginning of each activity, where appropriate;
    l. Stakeholders should not be provided with a County email address or any County property (e.g., telephones, computers, etc.); and
    m. Additional criteria to establish that stakeholders are not County employees.
3. Parameters for individual departments to develop their own stakeholder incentives policy and incentive procedures, in consultation with Auditor-Controller and County Counsel.

4. Include stakeholder incentives in budget requests and when writing grants (e.g., CEO-ARDI, see pages 16-17).
5. Consider writing stakeholder incentives into the work with contracted partners, both when requesting money and when working with contracted partners for their work.

Payment Methodologies

6. Method and manner to track incentives provided to stakeholders both within one department and across departments, and that 1099s are properly issued.
7. Explore blanket encumbrance with Auditor-Controller for stipends for stakeholders (e.g., Arts and Culture, see pages 8-9).
8. Stakeholders shall not be incentivized by the hour or in any manner consistent with a County employee.
9. Stakeholders should not be given a bonus/extra incentive after their participation has ended.
10. Cash payments require stakeholders to provide a W-9 and the payment may be taxable (e.g., Arts and Culture, see pages 8-9; see also CEO – ARDI, pages 16-17). While it is important to inform stakeholders that their taxes may be impacted, the County cannot provide legal or tax advice to the stakeholder. It is the stakeholder's responsibility to ensure they are in compliance with the tax laws.
11. Inform stakeholders that their eligibility for public benefits may be impacted by receiving funds (in various forms) from Los Angeles County, and they are solely responsible for determining any such impact. This may be a concern for some stakeholders, as it may interfere with a persons' eligibility for public benefits. Some stakeholders may prefer to receive a gift card in lieu of cash payments.
12. Method and manner of securely storing gift cards, and tracking possession and transfer (e.g., DHS – My Health LA Community Council, see page 10).
13. Consideration of using a fiscal sponsor to accept outside funds and pay stakeholders. (Be advised that many fiscal sponsors may charge an administrative fee anywhere from 3-15%.)

Incentive Levels

14. Think about a tiered system for incentives (see pages 6-7).
15. Keep accurate and transparent records, especially when incentives are based on things like attendance. For example, in follow up meeting notes, list the people you marked as present/absent (e.g., DPH – AAIMM, see page 15; see also CEO-ARDI, pages 16-17).
16. Be transparent from the beginning about the incentive amount and method, level of expertise, and time commitment.
17. Be transparent from the beginning about the department's ability to provide resources and services that will reduce barriers to participation, such as childcare, food and transportation (see pages 23-24).

Funding Sources

18. Consider philanthropic support, which is a good source of funding for stakeholder incentives. However, one-time funding is not sustainable for an ongoing community stakeholder initiative.

19. If the department is unsure about the ability to procure funds for incentives, be transparent with stakeholders from the very beginning to level-set expectations.
20. Consider appointing an individual from within the department or creating a committee who will oversee determining and authorizing which programs receive funding, criteria for funding, etc.
21. Consult with department's internal Audit-Compliance unit, Auditor-Controller, and/or County Counsel regarding incentive methods.

Methods to Increase Stakeholder Engagement

22. These include items such as childcare, transportation, food, translation, and virtual accommodation (Zoom, Teams, WebEx). They are separate from stakeholder incentives and should be a separate line item in the budgets.
    a. See page 26 on how to procure childcare and page 24 on food.
23. It is a good practice to provide additional funding support to agencies that may require or provide interpretation or translation support as part of the stakeholder engagement activities.
    a. See page 23 on how to procure language interpretation services.
24. Consider compensating agencies that are providing their facility for stakeholder engagement. This can help support community organizations that serve as anchors in their communities.

Appendix

Procurement Guidelines

Below are guidelines and reference documents on the County contract and purchasing policies, procedures, and methods, to assist in compensating stakeholders. County departments are highly encouraged to read the policies and procedures as part of their project planning process.

I. Policies, Procedures and Definitions

1. **Los Angeles County Purchasing Policy & Procedure Manual** – Manual provides information and direction to the ISD purchasing staff, various departments in the County to whom the Purchasing Agent has delegated purchasing authority, and vendors desiring to conduct business with the County.
    - http://doingbusiness.lacounty.gov/wp-content/uploads/2019/04/Purchasing-Policy-and-Procedure-Manual.pdf

2. **Departmental Authority Policy A-0300** – Policy provides specific information on the level of "procurement" authority delegated by the Purchasing Agent (and the Auditor-Controller) and policy varies based on whether goods or services are considered agreement or non-agreement.
    - https://doingbusiness.lacounty.gov/wp-content/uploads/2018/01/A-0300.pdf

3. **Master Agreements (MA)** – MAs are used when the County desires a list of pre-qualified vendors to perform various services on an as-needed basis and are administered by various departments. Applicable MAs to this initiative may include:
    - *As-Needed Transportation Services Master Agreement (ANTSMA)* – provides services to County departments in need of vehicle transportation for individuals or groups to meetings, field trips, planned events and other activities within LA County and other neighboring Counties.
    - For more info, contact Carlos Rubio at crubio@isd.lacounty.gov. Also see sample Master Agreement and view listing of Qualified Vendors.
    - *On-Demand Interpretation and Translation Services (ODITS)* – provides as-needed, on-demand interpretation and translation services in six categories (i.e., over the phone, video remote, document translation, in person sign language, in person oral interpretation and miscellaneous) in various languages. For more info, contact Brandy Corona at bcorona@isd.lacounty.gov. See SAMPLE CONTRACT - NO ATTACHMENTS and go to Master Agreement Listing for detailed information.
    - For complete listing of LA County MAs, visit Master Agreement Listing.

- *Vendor Registration / Search* – LA County Vendor Registration website to become a vendor, update account or search for vendors. Includes step by step directions and important links to other sites.
  - General information - https://camisvr.co.la.ca.us/webven/
  - New vendor registration - https://camisvr.co.la.ca.us/Webven/Account/LoginNew
  - Search for existing vendors - https://camisvr.co.la.ca.us/Webven/Lookup/VendorSearch
  - For assistance / information, email ISDVendorRelations@isd.lacounty.gov, Monday to Thursday (7:00 a.m. to 5:00 p.m. PST)
- *For Vendors & County Staff* – Search for Open Solicitations by Department or Commodity
  - https://doingbusiness.lacounty.gov/open-solicitations/

4. **Incidental Expenses** – The County's Incidental Expensive Policy allows departments to purchase meals, food, and non-alcoholic beverage items for County employees for meetings, conferences, and events (e.g., training) deemed necessary by the Department Head to support their department's mission.
   - https://library.municode.com/ca/la_county_-_bos/codes/board_policy?nodeId=CH4FIBU_4.095INEX
   - Incidental Expense Tier

Incidental Expense Tier	Annual Limit	Per-Occurrence Limit
1	$11,500	$1,100
2	$28,500	$5,700
3	$57,000	$11,400

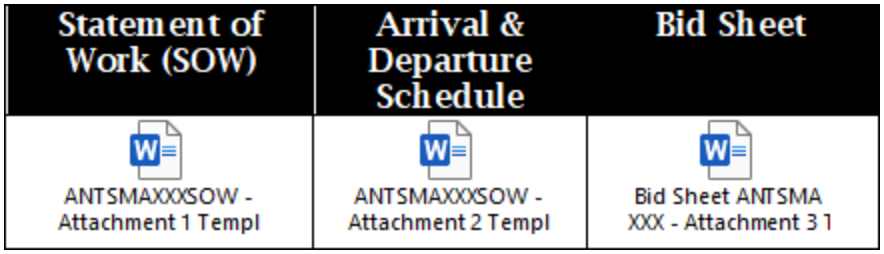
5. **Food and Gift Cards** – Specific guidelines (or policies) do not exist, at this time, on buying food or gift cards, so these are purchased as non-agreement items.
   - Gift cards typically purchased at face value, but some vendors may offer volume discounts.
   - Departments buying gift cards should establish an Internal Control Plan (ICP) that at a minimum includes receipt of gift cards, safe storage, distribution, tracking and adequate separation of duties.
   - Most purchases of food and gifts cards are sole source as they are vendor specific. $5,000 and over handled by ISD Purchasing and $4,999 and below remain with Departments.

II. Procedures to Request/Procure Services

1. Master Agreements (MA)

a. *As-Needed Transportation Services Master Agreement (ANTSMA)*

- Determine need for use and required services/schedule such as days, time, locations, etc.

- Submit a Service Request (SR) Form using ISD Contract's Division's site at https://lacounty.sharepoint.com/teams/GC/ by selecting Launch Service Request Form at https://lacounty.sharepoint.com/teams/GC/Lists/gc/newform.aspx
    - When completing SR, attach relevant documents such as:
    - 

    - For how to complete the SR, refer to: https://lacounty.sharepoint.com/teams/GC/SiteAssets/Forms/AllItems.aspx?id=%2Fteams%2FGC%2FSiteAssets%2FSR%2DInstructions%5FCustomer%2Epdf&parent=%2Fteams%2FGC%2FSiteAssets&p=true&ga=1
- Once Contracting receives the request, an analyst will be in contact to obtain more info and begin work order solicitation process.
- Once work order executed, begin using ANTSMA. Documents to assist with monitoring Contractor include:
    -

b. *On Demand Interpretation and Translation Services (ODITS)*

- Become familiar with and adhere to the guidelines, roles, and responsibilities in the Interdepartmental Agreement and applicable County and ISD policies.

- Complete the following forms and submit them to Brandy Corona via email at bcorona@isd.lacounty.gov.
  - Authorized Department (AD) Signature Form
  - AD Master Agreement Coordinator Signature Form
  - AD Service Requestor Signature Form

- Once the forms are completed and returned by ISD, AD may begin using ODITS. If training is needed/ required, please contact bcorona@isd.lacounty.gov.

- If requesting services from Category 3 – 6, check with contractor instructions on whether to upload the ISD Service Request Forms Packet or just request through the contractor portal.

c. *Obtain Other Services (including Childcare)*
   - Determine whether MA already exists for service needed by visiting the LA County Departmental listing of agreements and also whether other departments can utilize the MAs.
     - http://file.mylacounty.gov/SDSIntra/isd/pcs/masteragreements/1115052_MasterAgreementsListing.pdf
     - If yes, contact Departmental employee contact included on list.
     - If no, contact your Department's Contracting personnel for assistance on next steps including whether ISD can assist with establishing a Countywide MA.

   - Some County Departments including Public Social Services and Children Family Services have Childcare agreements in place. However, other departments are not authorized to use the contracts in addition to these services being specific to certain projects. If childcare services agreements are needed, they will need to be developed by the respective department.
     - Example agreements in place:
     -

Public Social Services Child Care Contract	Department of Children & Family Services Emergency Child Care Bridge Program
S1CC 2018 Final Contract CCRC.pdf	1. Bridge Contract_FINAL Exec

2. Purchase Orders (PO)

a. *Procurement Process for Gift Cars / Food*
   - Determine need for gift cards / food. Consideration must be given to the following:
     - Quantity
     - Dollar amount of each gift card / food purchase

- Proposed Vendor (e.g., Subway, Starbucks, etc.)
- If not already documented, a gift card plan that includes separation of duties including receiving, receipting, depositing, recording, storing, tracking, and distributing gift cards.

- Prepare internal procurement request. As most (if not all) of these purchases will fall under non-agreement, Departmental Authority Policy A-0300 applies and the following quotes must be obtained.
  - Up to $1,500, obtain one quote.
  - $1,501 to $5,000, obtain three quotes.
  - $5,001 and above, obtain three quotes.
  - Note: If this will be a sole source, complete the Sole Source Form.

- Complete request using your department's established procurement process and forms and submit using established procedures. If sole source, complete sole source request form.

- Obtain departmental approvals.
  - Examples of forms:

Sole Source Form	Example of Supporting Docs for Public Health	Electronic Request from PH to ISD	Request for Quote Prepared by ISD	Final PO
SOLE_SOURCE_REQUEST_QUESTIONNAI	SUPPORTING DOCS.pdf	RQN-PH-21021264.pdf	RFQ-IS-21260455.pdf	PO-PH-21008876-1.pdf

- Work with your Department's procurement and/or ISD Purchasing to answer questions and provide info as needed to prevent any delays.

- Receive gift cards and ensure adequate controls are in place and compliance with Department's gift card plan.

BOARD OF SUPERVISORS | Hilda L. Solis, First District | Holly J. Mitchell, Second District | Lindsey P. Horvath, Third District | Janice Hahn, Fourth District | Kathryn Barger, Fifth District

Chief Executive Office.

COUNTY OF LOS ANGELES
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, CA 90012
(213) 974-1101 ceo.lacounty.gov

CHIEF EXECUTIVE OFFICER
Fesia A. Davenport

July 10, 2024

To: Supervisor Lindsey P. Horvath, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

REPORT BACK ON BUILDING LOS ANGELES COUNTY'S PREVENTION INFRASTRUCTURE (ITEM NO. 15, AGENDA OF JULY 25, 2023)

On July 25, 2023, the Board of Supervisors (Board) approved a motion to: 1) adopt the vision, model, and guiding principles recommended by the Prevention Services Task Force (Task Force) for the delivery of comprehensive community-based prevention and promotion services; and 2) establish the Prevention and Promotion Systems Governing Committee (PPSGC) to oversee the coordination and collaboration of prevention and promotion services Countywide. The Board further directed the Executive Director of Racial Equity, in collaboration with the Committee Chair, to establish and oversee the Prevention and Promotion Coordination and Implementation Team (PPCIT), and for the Chief Executive Office (CEO) to establish a Countywide Management Appraisal and Performance Plan goal for all departments that are members of the Committee and those engaged by the Committee in the implementation of the goals.

The Board also approved an appropriation adjustment transferring $4 million from the Provisional Financing Uses budget unit, designated for Children and Families/Board Priorities to the CEO Operating Budget, to provide funding to the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative's support for the Committee and PPCIT in continuation of the County's work to build a prevention services infrastructure, with a report back to the Board with the expenditure plan for the $4 million.

Expenditure Plan

The Attachment provides an overview of the Expenditure Plan, which was developed in partnership with the Chair and the Interim Executive Director of the Committee. In addition to the $4 million allocated by the Board, the Director of the Department of Children and family Services allocated an additional $1 million to support the efforts of the Committee and the PPCIT.

The Expenditure Plan is comprised of $5 million in one-time funding, spans a two-year period, and is organized by Board directive. The party responsible for implementing the directives (e.g., the Committee, the PPCIT, or both) and respective cost associated with implementing each of the directives. Generally, activities supported by the Expenditure Plan fall within the following categories:

- Staffing support
- Consultant support
- Direct Service Orders (DSO) to meet departmental needs
- Outreach/operational costs (e.g., venue rentals, interpretation services, convening expenses, etc.)

Allocations for each priority area were determined based on: 1) alignment with each of the Board's directives; 2) identified needs of the Committee, the PPCIT and involved departments; 3) opportunities to align with existing County efforts; and 4) leveraging in-kind resources from departments. Recommended activities within each spending priority were identified and their descriptions are referenced in the Attachment. ARDI plans to deploy the funding directly to County departments that will lead on the priorities identified in the Expenditure Plan, and who will assume responsibility for negotiating, executing, and managing funding agreements directly.

Given that much of the support needed is consultant-based, and that solicitations are already underway, ARDI is available to brief your staff regarding the details of the Expenditure Plan upon request. Further, ARDI plans to work with the relevant named Departments to implement projects from the spending plan and make adjustments as needed.

Should you have any questions concerning this matter, please contact me or D'Artagnan Scorza, Ph. D., Executive Director of Racial Equity at (213) 974-1761 or dscorza@ceo.lacounty.gov.

FAD:JMN:CDM:
DS:CP:es

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Children and Family Services
Health Services
Human Resources
Internal Services
Mental Health
Public Health
Public Social Services

Attachment

Los Angeles County
Prevention and Promotion Services Infrastructure
Expenditure Plan

Projected Expenditures for the
Prevention and Promotion Services Governing Committee (PPSGC), Prevention and Promotion Coordination Implementation Team (PPCIT) and Departmental Leads

	Board Directive (brief description)	Dept./ Lead	Description/ Comments	Funding Amount
1.	**Dedicated Staff for Governing Committee**: Board motion calls for "sufficient staff to support the [PPSGC]," including an Executive Director, as well as a "permanent cross-departmental staffing plan" that will include relevant positions that can be leveraged to "serve as staff to the Committee" (Directives 2, 2c.v)	Executive Office of the Board (EOB)	• Interim Executive Director (1) • Project Staff (2)	$808,100
2.	**Prevention and Promotion Outcomes and Metrics**: Board motion calls for the Committee to "Select and recommend Countywide prevention and promotion outcomes and metrics to guide prevention and promotion programming, address racial disproportionality and disparities and guide Countywide funding investments in accordance with the Life Course Theory across major age groups, to include populations such as infants and toddlers, children, youth, young adults, middle-aged adults, and other adults" (Directive 2c.iii).	Department of Public Health (DPH)	A team of subject matter experts from DPH have been retained to lead the development of metrics and "maximize the efficacy of data collection, systems integration, and evaluation."	$450,411
3.	**Prevention and Promotion Dashboard**	Internal Services Department (ISD)	Dashboard houses population-level data by focus area. To be expanded to house and track metrics and indicators selected by the PPSGC.	$10,000

	Board Directive (brief description)	Dept./ Lead	Description/ Comments	Funding Amount
4.	**Programs and Services Plan**: Develop a Countywide prevention and promotion programs and services plan (Directive 2c.iv).	EOB	Support needed to gather input from departments, conduct analyses, and compile a Programs and Services plan.	$199,998
5.	**Operational Management Plan**: Board motion calls for the Committee to "Develop a Countywide prevention and promotion programs and services plan that identifies operational inputs and outputs to achieve the specified outcomes and identify how each department will contribute to and be responsible for meeting the outcomes" (Directive 2c.ix).	EOB	Programmatic, fiscal planning, public sector innovation and change management support to develop programs and services plan and assist departments with building internal capacity to develop and track internal metrics and outcomes that contribute to the overall effort.	$400,000
6.	**Communications**: Prevention Services Task Force recommendations and Board motion calls for dissemination of prevention and promotion vision and model countywide.	EOB	Communications/branding support to develop educational strategies and guiding principles, including translation and dissemination of culturally appropriate and accessible materials.	$150,000
7.	**Operational requests**: needs identified by the Executive Office of the Board to community and stakeholder engagement.	EOB	Includes meeting expenses such as: • Venue rental • Interpretation services, audio-visual set-up, catering, material development, technical assistance, etc. • Community Stakeholder Incentives for Community Advisory Board members	$126,700

	Board Directive (brief description)	Dept./Lead	Description/ Comments	Funding Amount
1.	Dedicated Staffing for PPCIT: Board motion calls for "a Project Manager and team" to support PPCIT (Directive 4)[….]	Chief Executive Office – Antiracism, Diversity, and Inclusion (CEO-ARDI)	• Project Manager (PM) • Project Staff (2). PM on loan from the CEO's Service Integration Branch; a Fuse Fellow (October start date); and one additional staff member (search underway).	$ 1,117,926
2.	Board motion calls for the PPCIT to "Complete **user journey mapping [UJM] of customer and client experiences** navigating County programs and systems to identify opportunities to address issues relating to resource navigation, data sharing, the time-tax, no-wrong-door approaches[….]	CEO-ARDI	Software services and expertise to implement UJM development and analysis of populations and services identified by the PPSGC. Will also be used to support community engagement efforts by analyzing data gathered using AI and other tools to generate reports, dashboards, and visualizations.	$450,000
3.	**Comprehensive Legal, Policy, and Regulatory Analysis**: Board motion calls for the PPCIT, in consultation with County Counsel, to "create and monitor on an ongoing basis, a comprehensive legal, policy, and regulatory analysis, including efforts to address barriers to leverage and braid funding, and coordinate procurement and data sharing for cross-departmental programming (Directive 5a.ii).	CEO-ARDI	Legislative and federal/state policy expertise to lead and gather input from departments, conduct analyses, and help compile policy agenda.	$101,865
4.	**Service Delivery Data Plan and Program**: Board motion calls for the PPCIT to collaborate with CIO and County Counsel "to develop and recommend to the Board a Countywide prevention and promotion services delivery data plan and program to coordinate cross departmental collaboration and services."	Chief Information Officer	Expertise to inform the development of an Annual Policy agenda for the County.	$100,000

	Board Directive (brief description)	Dept./Lead	Description/ Comments	Funding Amount
5.	**Comprehensive Services Contracting Plan**: Board motion calls for the PPCIT to work with ISD and Equity in County Contracting to "incorporate a comprehensive prevention and promotion programs and services contracting plan for consideration by the Board."	ISD	Provide the technical guidance needed to build out processes and guidance need to generate a Countywide Contracting Plan, including development of a universal County taxonomy, coding and templates that will be used to develop a centralized repository and map of localized service provision and resources.	$50,000
6.	**Annual Spending Plan**: Board motion calls for the Committee to "develop a comprehensive prevention and promotion programs and services annual spending plan" (Directive 2c.vi).	CEO-ARDI	Expand on existing CEO-Homeless Initiative efforts to include the two additional focus areas identified by the Board and engage/partner with departmental staff with programmatic and federal/state funding and policy expertise to conduct an analysis and develop a plan for braiding, blending and leveraging prevention and promotion services and funding streams in support of the PPSGC.	$500,000

	Board Directive (brief description)	Dept./Lead	Description/ Comments	
1.	**Community Engagement and Outreach Plan**: Board motion calls for the Committee, in partnership with ARDI to "develop a robust community engagement and outreach plan that involves a diverse geographic representation of people with lived experience, service providers, clients, and other stakeholders to advance prevention and promotion outcomes."	EOB and CEO-ARDI	Support needed to develop Outreach and Engagement Plan and execute outreach.	$200,000
2.	**Prevention and Promotion Annual Policy Agenda**: Board motion calls for Committee, in partnership with ARDI and CEO-Legislative Affairs and Intergovernmental Relations (LAIR), to coordinate and consolidate a Countywide prevention and promotion annual policy agenda at federal, state, and local levels to advance prevention and promotion outcomes.	CEO-ARDI and CEO-LAIR	Expertise in legislative and federal/state policy is needed to lead, gather input from departments, conduct analyses, and help compile policy agenda.	$135,000

3.	**County Counsel Advisory Services**: Board motion directs the PPSGC and the PPCIT to work with County Counsel to execute various plans and ensure compliance with the Brown Act and other legal/regulatory requirements.	County Counsel	Board motion calls for County Counsel support on:
			• Establishing Governing Committee
			  ○ Committee bylaws
			  ○ Comprehensive legal, policy, and regulatory analysis
			• Countywide data plan, including data sharing agreements
			• Assisting the CEO and the Executive Office of the Board to execute agreements.
				$200,000

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July 22, 2024

TO: Supervisor Lindsey P. Horvath, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Jackie Contreras, PhD
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: **REPORT BACK ON BUILDING LOS ANGELES COUNTY'S PREVENTION INFRASTRUCTURE (ITEM NO. 15, AGENDA OF JULY 25, 2023)**

On July 25, 2023, the Board of Supervisors (Board) directed the establishment of the Prevention and Promotion Systems Governing Committee (PPSGC) with the intent of convening County leaders to build and bolster the County's prevention and promotion infrastructure. The PPSGC is currently comprised of Directors and Executive Directors of the following County departments and Initiatives: Children and Family Services (DCFS), Mental Health (DMH), Public Health (DPH), Public Social Services (DPSS), Chief Executive Office (CEO), Chief Information Office (CIO), Homeless Initiative (HI), and the Anti-Racism, Diversity and Inclusion Initiative (ARDI), as well as the Executive Director of First 5 LA. It is charged with a host of directives and deliverables designed to achieve the Board's adopted vision for prevention and promotion.

The Board directed the PPSGC to partner with ARDI to "develop a robust community outreach and engagement plan that involves a diverse geographic representation of people with lived experience, service providers, clients, and other stakeholders to advance prevention and promotion outcomes" and "report back in writing in 180 days on recommendations for the development of a Prevention Community Advisory Group, consisting of a diverse group of individuals, including youth and people with disabilities,

older adults, representing a range of lived experience, and identities, from all five supervisorial districts, and a plan for compensation."

This report back will: 1) provide a progress update on the PPSGC's work to date; 2) provide an overview of the PPSGC's comprehensive community outreach and engagement strategy; and 3) provide Board-directed recommendations.

PROGRESS UPDATE ON THE PPSGC'S WORK

The PPSGC onboarded its Interim Executive Director on September 22, 2023, and held its inaugural meeting on November 8, 2023. Efforts to ensure adequate staffing of the PPSGC to facilitate its success have been ongoing. The Prevention and Promotion Coordination Implementation Team (PPCIT), also established by the July 25, 2023 motion and led by ARDI, convened in April 2024.

During this reporting period, PPSGC member departments and the PPCIT contributed significantly to the PPSGC's progress by: 1) loaning staff to support the work on a full-time basis; 2) making additional staff support available to assist with listening sessions, conduct analysis, and meet other needs; and 3) ensuring staff participation in PPSGC-led workgroups. PPSGC members also co-led listening sessions and workgroups with PPSGC staff.

The PPSGC's work thus far can be broadly categorized into three phases: 1) Phase One: Focus Selection; 2) Phase Two: Action Planning; and 3) Phase Three: Implement and Sustain.

Phase One: Focus Selection

A central aim of the County's prevention and promotion effort is to support residents on a life course trajectory that will see them thrive. Therefore, broad and authentic stakeholder engagement spanning diverse age and racial groups, lived experiences, and geographies was prioritized as the PPSGC worked to determine its focus during Phase One.

The Board anchored the PPSGC's initial efforts in the focus areas of: 1) Child Welfare and Family Well-Being; 2) Homelessness and Housing; and 3) Behavioral Health, and charged the body with selecting at least one population-level outcome and associated indicators (metrics) in each domain to be promoted or prevented and serve as the focus of its efforts.

<u>Stakeholder Engagement Efforts</u>

In January 2024, the PPSGC began engaging stakeholders to help inform the selection of its domain-specific focal populations, outcomes, and associated indicators (metrics). Between January and March, the PPSGC, with tremendous support from member departments and the PPCIT, hosted a total of eight virtual listening sessions and

disseminated three domain-specific surveys to gather feedback from a broad array of stakeholders, including community members with lived experience, advocates, service providers, County department and initiative representatives, and non-County government partners. Appendix B provides a full listing of participants. The PPSGC also held informational meetings and conducted interviews with key stakeholders to inform priority selection. DPH analyzed key themes from the listening sessions and surveys.

To leverage existing learning from previous efforts, the PPSGC also conducted a thematic analysis of findings from stakeholder engagement conducted by County departments and external partners within the past three to five years. This analysis built on work developed by the Office of Child Protection (OCP) and included 16 Countywide initiatives that intersect with the PPSGC's domains of focus. See Figure 1, below, and Appendix A: PPSGC Stakeholder Engagement Plan for additional details.

Figure 1. Thematic Analysis Initiatives

1.	Adverse Childhood Experiences – Southern California Members	9.	Faith-Based Outreach Countywide
2.	Bold Vision Community Council	10.	First 5 LA 2020-2028 Strategic Plan Development
3.	Department of Business and Consumer Affairs › Tenant Protection Efforts › Eviction Prevention Efforts	11.	Homeless Initiative Community Engagement Efforts re: Framework, Budget, etc.
4.	Department of Mental Health Prevention Efforts	12.	LA County Youth Commission
5.	Department of Public Health Trauma Prevention Initiative	13.	LA County Library Feedback Sessions
6.	Efforts to Address Inequities Facing Transgender, Gender Non-Conforming, and Intersex People	14.	Office of Child Protection Youth Listening Sessions
7.	Poverty Alleviation Initiative Framework Development	15.	Office of Violence Prevention (DPH) › Strategic Plan Development › Safety Listening Sessions
8.	Purposeful Aging LA	16.	Thriving Families, Safer Children

Phase One Stakeholder Engagement Themes

Given the three domains of focus, stakeholders identified a wide range of potential PPSGC focal populations and priorities with significant overlap across domains. The following themes emerged regarding the Behavioral Health and Child Welfare and Family Well-Being domains:

- Prioritizing mothers, children under age five, and transitional age youth (TAY)
- Increasing availability of and access to the resources and opportunities that we all need to achieve well-being and thrive in life as identified by residents, rather than solely focusing on County-defined remediating programs and services
- Improving the availability of and access to resident-defined/identified supportive services, including mental health and well-being support
- Increasing the availability of and access to basic needs, such as food, living wage employment, and affordable housing
- Improving information and referral systems Countywide to facilitate resident access to available resources and supports

Homelessness and Housing domain stakeholder engagement efforts targeted the following five key stakeholder groups: 1) community at-large; 2) property owners and managers; 3) individuals with lived expertise; 4) government; and 5) community at large, including advocates and service providers.

Themes from these sessions included:

- Strengthening and aligning departmental programs, including homelessness prevention programs, and community partnerships that increase housing capacity and stability to reduce the inflow into homelessness
- Expanding access to critical resources that allow individuals to meet their basic needs
- Improving information and referral systems to ensure that residents are aware of and effectively accessing existing prevention-focused services Countywide
- Implementing policy and procedural changes, and infrastructural improvements to both expand access to affordable permanent housing using an equity lens

It is important to note two significant and prevailing themes across all three domains and stakeholder groups. These themes are the critical need for strengthened efforts to facilitate economic stability and alleviate poverty for vulnerable residents; and improved systems coordination to improve the County's capacity to effectively meet the needs of residents.

PPSGC Workgroups and Deliberation

In March and April 2024, three domain-specific workgroups were convened. The workgroups, which were co-chaired by PPSGC members or their representatives, were comprised of internal (County-employed) and external (non-County employed) subject matter experts and community representatives with lived experience. Workgroup members were charged with utilizing findings and key themes from the above-described stakeholder engagement efforts to develop focal area recommendations for consideration by the PPSGC.

From April through June 2024, the PPSGC reviewed work group recommendations, population-level data, and drew from Members' respective subject matter expertise to narrow its focus in each domain. On June 5, 2024, the PPSGC adopted the focal populations, outcome goals, and population-level indicators (metrics) detailed in Figure 2.

Figure 2. PPSGC Focal Populations, Goals, and Indicators/Metrics

Domain	Child Welfare & Family Well-Being	Behavioral Health	Homelessness & Housing
Population	Families with Young Children, Ages 0-5	Youth and Young Adults, Ages 11-24	- County Systems-Impacted Transitional Aged Youth (TAY), Ages 18-24 - Older Adults, Ages 60+
Outcome Goals	Increase social, emotional and physical well-being of families with children between the ages of 0-5 and reduce associated racial disparities	Increase social, emotional and mental well-being of youth and young adults between the ages of 11-24 and reduce associated racial disparities	Increase housing stability for County-systems impacted youth between ages 18-24 and older adults age 60+ and reduce associated racial disparities
Population-Level Indicators (Metrics)	- Percentage of families with living wage incomes (>300% FPL) - Rates of pre-term births - Rates of domestic violence/intimate partner violence - Rates of allegations of maltreatment - Rates of substantiated maltreatment - Rates of associated racial disparities	- Suspension rates for youth ages 11-19 - Rates of disconnection among youth and young adults ages 16-24 Note: "Disconnected youth" are not in school, in training, or in the workforce - Rates of associated racial disparities	- Rates of housing stability for County systems-impacted TAY, ages 18-24 - Rates of housing burden for households led by adults age 60+ - Rates of associated racial disparities

Cross-Cutting Systems-Level Priorities

Stakeholder engagement efforts also led to the identification of several systems-level priorities that will be instrumental to the PPSGC successfully achieving its goals. These systems-level priorities are listed in Figure 3.

Figure 3. Cross-Cutting Systems-Level Priorities

1.	Maximize sustainable funding/redirect flexible funding to support prevention and promotion efforts
2.	Establish processes for cross-departmental funding equity for shared clients
3.	Develop a multifaceted information and referral system that meets residents where they're at
4.	Remediate access barriers by: • Prioritizing access to County services for families at risk of child welfare system involvement • Addressing long-standing and well-known systems-level issues that negatively impact residents' ability to access supportive services, resources, and opportunities • Address issues that negatively impact access to supportive services, resources and opportunities from residents' perspective • Engage in targeted state and federal policy advocacy to resolve law and regulations that serve as barriers
5.	Improve strategic alignment and coordination globally

Overarching Approach

Throughout Phase One, stakeholders consistently communicated the importance of:

- Community empowerment and amplifying resident voice and choice through participatory planning and decision-making involvement
- Racial equity in access to resources and opportunities

In response, the PPSGC determined that its overarching approach to the work will be characterized by centering and facilitating:

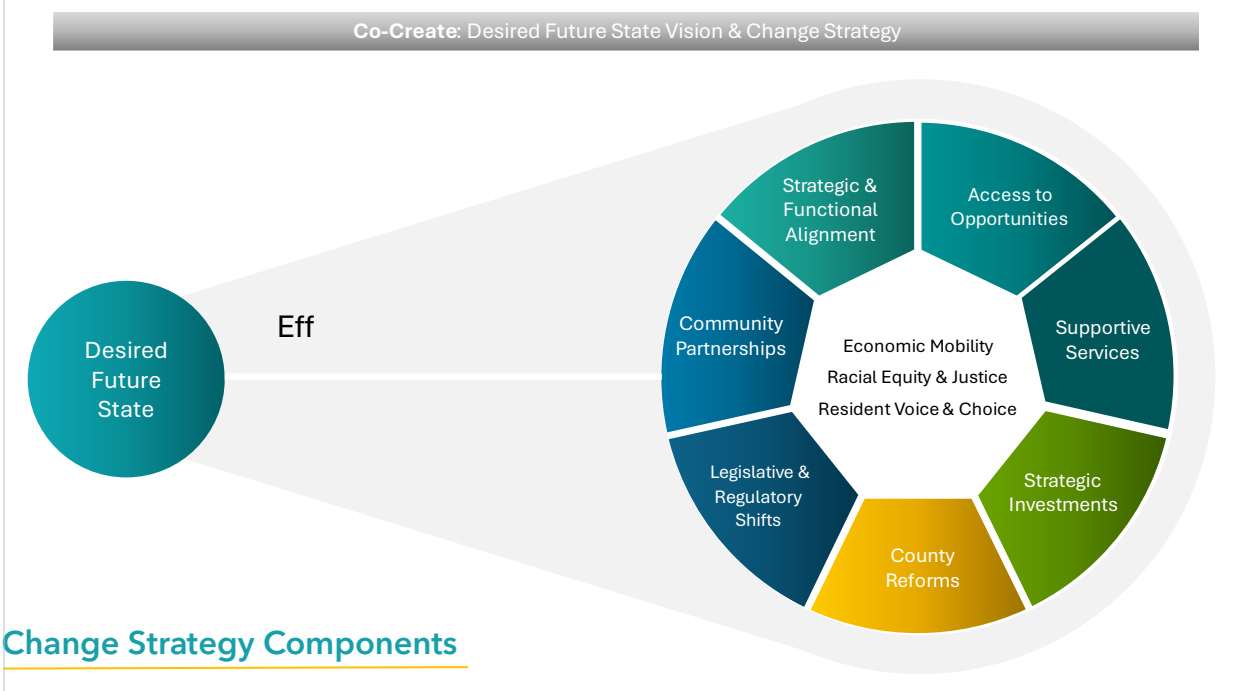
- Racial Equity and Justice
- Economic Empowerment and Mobility
- Resident Voice and Choice

PHASE TWO: ACTION PLANNING

The next phase of the PPSGC's work involves: 1) conducting a rapid analysis to understand the County's "current state" relative to the selected outcome goals and indicators (metrics); 2) envisioning and aligning on the County's "desired future state" relative to the selected outcome goals and indicators (metrics); 3) developing comprehensive change strategies to serve as roadmaps for achieving our desired future state and improving outcomes for residents across the life course; and 4) leveraging the change strategies to develop the various Board-directed plans.
As outlined in Figure 4, the domain-specific change strategies will include recommendations in the following areas for each domain:

- Access to Opportunities
- Supportive Services
- Strategic Investments
- County Reforms
- Legislative and Regulatory Shifts
- Community Partnerships
- Strategic and Functional Alignment

Figure 4. Change Strategy Components



3) Policy Agenda; 4) Staffing Plan; and 5) Operational Management Plan. These plans will be informed by the prevention and promotion program, funding, contract, and service information being collected by the PPCIT.

The change strategies and Board-directed plans are projected to be submitted to your Board for consideration in December 2024. However, wherever feasible, identified strategies will be implemented as soon as possible.

Countywide Strategic and Functional Alignment

To ensure that the PPSGC is a responsive body, in Phase Two it will work to leverage the high-level leadership at the table to facilitate cross-departmental strategic and functional alignment, and solve prevention and promotion-related problems within its purview in real time.

One example of the PPSGC acting on its intent to facilitate strategic alignment is its nascent efforts to coordinate with the County's interagency System of Care (SOC) on promoting the social, emotional, and mental well-being of at-risk and systems-impacted TAY and reducing associated racial disparities. Planning for this alignment is underway and the first joint meeting of the PPSGC and SOC is projected to take place in September 2024.

The PPSGC was included in the June 4, 2024, *Reimagining the Office of Child Protection* Board motion, which calls for recommendations for "CalAIM redesign and health integration with behavioral health and substance use, homelessness and housing services, access to social services, etc.," among other directives. PPSGC staff have begun participating in OCP-led meetings regarding this motion. The PPSGC was also included in the June 25, 2024 *Understanding and Addressing Origin and Obstacles: Ending Intergenerational Homelessness and Housing Insecurity, Incarceration, and Systems Involvement and Ensuring Generational and Life-Long Success for Transition Age Youth* motion.

Data Development

During the Focus Selection Phase of the PPSGC's work, a number of prevention and promotion-related data gaps were identified. Examples include, but are not limited to, data regarding housing stability among older adults and systems-impacted TAY after they exit care, as well as the experiences of fathers overall. The PPSGC is uniquely positioned to address this issue, and member organizations, First 5 LA, DPH, and the CIO, will lead a prevention and promotion data development effort to fill critical data gaps that serve as barriers to our ability to effectively meet residents' needs during Phase Two.

ADDITIONAL COMMUNITY OUTREACH AND ENGAGEMENT

Ongoing Stakeholder Engagement

While Phase One of the PPSGC's work was characterized by broad community engagement, Phase Two will consist of more targeted engagement with stakeholders relevant to its focal populations and outcome goals. This will include families with children under age five, youth and young people between the ages of 11-24, and older adults, aged 60+, as well as those who serve and support them.

- Efforts to engage these populations are already underway. In May 2024, the PPSGC partnered with Vaughn Next Center Learning Center to convene a stakeholder listening session in the Third Supervisorial District. The session centered around the experiences and needs of families. Attendees included community members, such as youth/students and parents, area educators, such as charter school administrators, and community organizers.
- In May 2024, the PPSGC also held a virtual listening session with members of the County's Youth Commission. This session focused on the experiences and needs of systems-impacted TAY, young parents of young children, and effective ongoing community engagement.
- In June 2024, the PPSGC partnered with The RightWay Foundation to engage stakeholders in the Second Supervisorial District. This session centered around the PPSGC's efforts related to systems-impacted TAY and was attended by young people, their advocates and service providers.

Additional in-person stakeholder engagement convenings will also be conducted in Supervisorial Districts 1, 4, and 5.

Stakeholder Engagement Plan

The PPSGC partnered closely with community stakeholders to develop its Stakeholder Engagement Plan, attached as Appendix A, of this report. The stakeholder engagement plan, which calls out the most vulnerable populations and underserved communities, was developed, and will be implemented, in consultation with ARDI, to ensure work is developed and carried out with an equity lens.

The Stakeholder Engagement Plan provides additional detail regarding Phase One efforts and outlines a comprehensive strategy for sustained and meaningful stakeholder engagement during Phases Two and Three of the PPSGC's work.

As described in Section 3.0 of the Stakeholder Engagement Plan, ongoing efforts will extend beyond conducting community listening sessions and will include: 1) stakeholder participation in all PPSGC workgroups charged with developing change strategies and Board-directed plans; 2) leveraging existing trusted community stakeholder networks and internal (County) networks for consistent engagement and accountability; and 3) establishing a feedback loop with stakeholders for continuous quality improvement of PPSGC efforts and course corrections in real time.

The PPSGC is in the process of contracting with an organization with expertise in authentic grassroots community engagement to support the implementation of aspects of the Stakeholder Engagement Plan.

Community Outreach and Engagement Ad Hoc Committee

In January 2024, the PPSGC established an ad hoc committee, named the Interim Community Advisory Body (I-CAB), for the purposes of informing the development of its community outreach and engagement plan; the development of recommendations for a permanent community advisory group; and the PPSGC's work more broadly during its establishment period.

This ad hoc committee, currently comprised of the PPSGC Chair and PPSGC Member/Executive Director of ARDI, is regularly attended by a cohort of 24 non-member stakeholders with a wide array of diverse lived experiences that intersect with the PPSGC's areas of focus. The cohort of stakeholders:

- Represent each Supervisorial District
- Range in age from early 20s to 82
- Have experienced homelessness and the County's foster care, juvenile justice, mental, and behavioral health systems
- Represent a spectrum of sexual orientation, gender identity and expression and transgender, gender diverse, and intersex (TGI) statuses
- Have experience as advocates, executive directors of non-profits, and a philanthropic organization

Their rich tapestry of identities and lived experiences have contributed significantly to the PPSGC's efforts to effectively engage community, the development of its stakeholder engagement plan, and have helped to shape the recommendations included in this report and the Stakeholder Engagement Plan.

Recommendations for a Prevention Community Advisory Group

The recommendations included in this section were informed by input and guidance from the I-CAB cohort, community listening sessions, including with the County Youth Commission, and interviews with chairs of comparable County advisory bodies.

Stakeholders emphasized the critical importance of prioritizing engagement with community members in a manner that minimizes key barriers to participation, such as travel time, transportation, and childcare, and uplifted the benefits of holding virtual or hybrid meetings to be responsive to community needs. Members of the County's Youth Commission also urged the PPSGC to leverage existing County bodies that were established to amplify community voice in the informing and shaping of County policy.

Therefore, it is recommended that the PPSGC's ad hoc committee continue its work and engagement with the cohort of community stakeholders through February 2025.

Following the sunset of the ad hoc committee, it is recommended that the PPSGC continue to regularly consult, by various means, with a cohort of community members who are knowledgeable about its aims to help inform and guide its ongoing work in a

way that will allow for consistent community voice with direct access to the PPSGC to ensure that its efforts remain in alignment with community needs in a manner that is consistent with current law. This method also allows for increased accountability to community stakeholders.

Recommendations for Stakeholder Compensation

It is recommended that community stakeholders be compensated for their participation in PPSGC-led workgroups, committees, and select listening sessions that include small groups of targeted stakeholders.

To date, community stakeholders have been compensated for their contributions with philanthropic funding raised by the Center for Strategic Partnerships and through a prevention-focused collaborative funded by the Office of Child Protection and Casey Family Programs.

Beginning in July 2024, community member compensation will also be funded with an appropriation from the Provisional Financing Uses budget and disseminated via an approved vendor who will procure and distribute gift cards.

Any stakeholder compensation will adhere to a soon-to-be implemented, ARDI-developed Countywide Stakeholder Incentives Guidance once it is implemented.

Conclusion

The PPSGC is committed to authentically engaging stakeholders to carry out your Board's directives and advancing an equitable prevention and promotion agenda that will improve the lives of residents across the life course.

You may contact me or the PPSGC's Interim Executive Director, Dr. Tamara N. Hunter with any questions regarding this report or the work that is underway.

JC:TH

Enclosures

c: Executive Officer, Board of Supervisors
Chief Executive Office
Chief Information Office
County Counsel
Director, Los Angeles County Department of Children and Family Services
Director, Los Angeles County Department of Mental Health
Director, Los Angeles County Department of Public Health
Director, Los Angeles County Department of Public Social Services
Executive Director, Los Angeles County Office of Child Protection
Executive Director, Center for Strategic Partnerships

Executive Director, Anti-Racism, Diversity, and Inclusion Initiative
Executive Director, First 5 Los Angeles
Executive Director, CEO-Homeless Initiative
Social Services Deputies, Board of Supervisors
Education Deputies, Board of Supervisors
Health Deputies, Board of Supervisors
Homeless Deputies, Board of Supervisors

COUNTY OF LOS ANGELES

PREVENTION & PROMOTION SYSTEMS

GOVERNING COMMITTEE

Stakeholder Engagement Plan

July 2024

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1.0 BACKGROUND AND STAKEHOLDER ENGAGEMENT PLAN OVERVIEW

1.1 PREVENTION AND PROMOTION SYSTEMS GOVERNING COMMITTEE BACKGROUND

On July 25, 2023, the Los Angeles County (County) Board of Supervisors (Board) approved the *Building Los Angeles County's Prevention Infrastructure* motion (Motion), which established the Prevention and Promotion Systems Governing Committee (PPSGC) and charged it with improving Countywide collaboration, coordination, and strategic investments into the infrastructure, services, resources and opportunities that prevent negative outcomes *and* promote positive outcomes that help residents thrive in life, with intense focus on closing racial disparities.

The Board directed the PPSGC to identify and target population-specific outcomes to be prevented or promoted in the domains of: 1) Child Welfare and Family Well-Being; 2) Homelessness and Housing; and 3) Behavioral Health. The Board further directed the development of a series of cross-departmental plans to facilitate achieving its goals. These include, but are not limited to a:

- Programs and Services Plan
- Spending Plan
- Policy Agenda
- Staffing Plan
- Operational Management Plan
- Stakeholder Engagement Plan

1.2 PPSGC FOCAL POPULATIONS, OUTCOME GOALS, AND INDICATORS (METRICS)

PPSGC focal populations, outcome goals, and indicators/metrics in each domain are delineated in Figure 1. PPSGC Priorities. The matrix also outlines the PPSGC's overarching approach to its work, which will: 1) prioritize racial equity and justice; 2) facilitate economic empowerment and mobility; and 3) center resident voice and choice. Selection of these priorities was informed by the stakeholder engagement efforts described in Section 4.0 of this stakeholder engagement plan.

Figure 1. PPSGC Priorities

Racial Equity and Justice

Economic Empowerment and Mobility

Center Resident Voice and Choice

Domain	Child Welfare & Family Well-Being	Behavioral Health	Homelessness & Housing
Population	Families with Young Children, Ages 0-5	Youth and Young Adults, Ages 11-24	Systems-Impacted TAY*, Ages 18-24 Older Adults, Aged 60+
Outcome Goals	Increase social, emotional and physical well-being of families with children between the ages of 0-5 and reduce associated racial disparities	Increase social, emotional and mental well-being of youth and young adults between the ages of 11-24 and reduce associated racial disparities	Increase housing stability for County-systems impacted youth between ages 18-24 and older adults age 60+ and reduce associated racial disparities
Population-Level Indicators/ Metrics	• Percentage of families with living wage incomes (>300% FPL) • Rates of pre-term births • Rates of domestic violence/intimate partner violence • Rates of allegations of maltreatment • Rates of substantiated maltreatment • Rates of associated racial disparities	• Suspension rates for youth ages 11-19 • Rates of disconnection among youth and young adults ages 16-24 Note: "Disconnected youth" are not in school, in training, or in the workforce • Rates of associated racial disparities	• Rates of housing stability for County systems-impacted TAY, ages 18-24 • Rates of housing burden for households led by adults over 60+ • Rates of associated racial disparities

** Transitional Age Youth*

1.3 SYSTEMS-LEVEL PRIORITIES

Stakeholder engagement activities also resulted in the identification of a core set of cross-cutting systems-level priorities that are applicable across all three domains. These priorities, some of which were listed in the Motion, are listed in Figure 2.

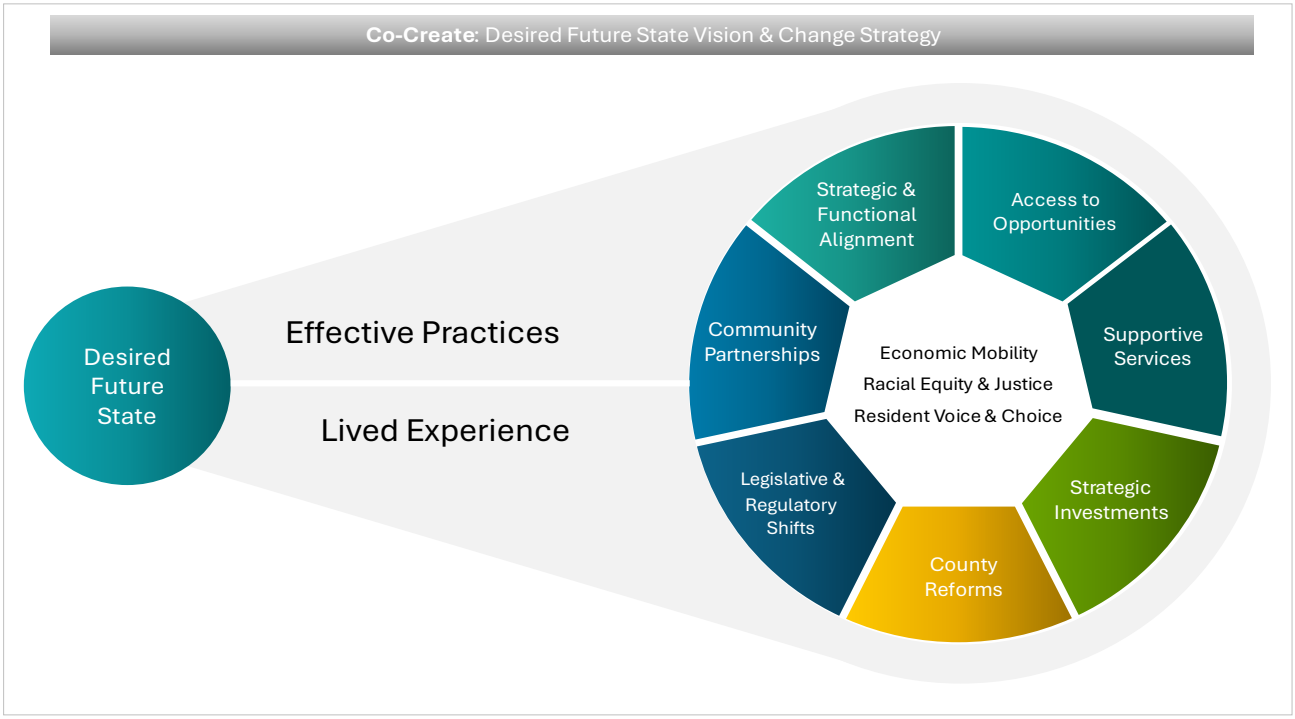
Figure 2. Cross-Cutting Systems-Level Priorities

1.	Maximizing sustainable funding streams to allow more flexible funding to be redirected to prevention and promotion
2.	Establishing processes to ensure cross-departmental funding equity for shared clients
3.	Addressing access barriers by: › Developing a multifaceted information and referral system that will facilitate "no wrong door" access to services › Prioritizing access to County services for families at risk of child welfare system involvement › Addressing known system-level access barriers, such as issues with Countywide contracting and other prohibitive policy and processes › Making a greater effort to understand and address client-level access barriers Strengthening efforts to engage in state and federal policy advocacy to address legislative and regulatory access barriers
4.	Facilitating PPSGC alignment with the County's Interagency System of Care
5.	Improving strategic alignment and coordination globally

1.4 PPSGC Change Strategy Model

The PPSGC will partner with stakeholders to develop comprehensive change strategies to achieve its selected outcome goals in each domain. Change strategies will include the components indicated in Figure 3 and will serve as a foundation for the development of the various Board-directed plans.

Figure 3: Change Strategy Components



This stakeholder engagement plan (Plan) was informed by engagement with diverse stakeholders, including the PPSGC's Interim Community Advisory Body, which was instrumental in its development. Importantly, this Plan was informed by and is reflective of engagement with representatives from each PPSGC focal population, including families with young children, youth and young people between the ages of 11-24, and older adults, as well as those who serve and support them, as described in Section 4.0 of this Plan.

This Plan summarizes stakeholder engagement to date and articulates a comprehensive approach to broad, equity-centered, and sustained stakeholder engagement to inform the PPSGC's multi-phased approach to carrying out its work across all three domains of focus. This Plan should be viewed as an iterative document that will evolve over time and guide, but not limit, stakeholder engagement.

1.6 COMMITMENT TO EQUITY AND INCLUSION

The PPSGC was established in pursuit of racial equity and justice for marginalized populations in Los Angeles (LA) County. As such, the PPSGC's engagement with stakeholders will be rooted in anti-racism, equity, and inclusion, with deliberate focus on ensuring amplification of the voices, perspectives, and experiences of Black residents and other populations that have been underserved and subjected to structural disparities, disproportionality, and harm due to their:

- Race/ethnicity
- Language
- Age
- Ability status
- Sexual Orientation, Gender Identity, and Expression (SOGIE)
- Transgender, Gender Diverse, and Intersex (TGI) status

The PPSGC will create dedicated spaces for vulnerable groups. The PPSGC will also include dedicated focus on engaging smaller, non-County-contracted service providers and grassroots organizations which sometimes may be unable to obtain County contracts and tend to be owned and operated by people of color.

2.0 STAKEHOLDERS

Given the breadth of its areas of focus, the PPSGC must successfully engage a broad array of community, community-serving, public service, and private sector stakeholders to achieve its goals.

Categories of stakeholders include, but are not limited to:

- Advocates, Advocacy Organizations and Associations
- Community-Based Organizations
- Community Members
- Community Members with Lived Expertise, including those who have experienced County systems, as well as language-based marginalization
- County Commissioners
- County Departmental Representatives
- Early Care and Education Providers
- Faith-Based Organizations
- Local Education Agencies (K-12)
- Mission-Driven Collaboratives
- Native American/Indigenous Stakeholders
- Non-County Government Partners
- Non-Profit Organizations
- Philanthropy
- Post Secondary Education Organizations
- Service Providers
- Vocational, Workforce and Labor Partners

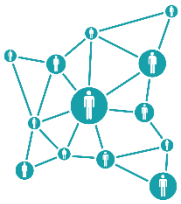
3.0 CORE ENGAGEMENT STRATEGIES AND ACTIVITIES

3.1 CORE ENGAGEMENT STRATEGIES

The PPSGC will employ five core strategies to engage stakeholders across all domains of focus and phases of its work.

Roll Up Our Sleeves Together: *PPSGC Workgroups*

Focus area-specific workgroups will be the primary method through which the PPSGC will develop and implement change strategies and Board-directed plans. Participation in PPSGC workgroups serves as the most effective and direct way for stakeholders to play a critical role in shaping the work. All PPSGC workgroups have been and will continue to be comprised of internal (County-employed) and external subject matter experts and residents who represent the PPSGC's focal populations and/or have lived expertise with County systems.



Meet Stakeholders Where They Are: *Leverage Existing Networks*

Community Networks

The PPSGC will build on existing and develop new relationships with an array of local networks to meet community residents where they are, reach groups who have experienced marginalization, and build trust. This will involve engaging stakeholders in community spaces to be physically proximate and partnering with trusted local leaders and credible messengers to co-design effective and respectful engagement activities. As such, the PPSGC will strive to work with organizations that embrace social justice, cultural responsiveness, and empathy-driven approaches. Partnerships with local networks will serve as a central outreach strategy and will be foundational to sustained and continuous community engagement.

Internal (County) Networks

The PPSGC will also leverage the County's internal networks of stakeholders. This includes the Prevention and Promotion Coordination Implementation Team (PPCIT), Departmental advisory bodies, and relevant County Commissions, such as the Youth Commission, Commission for Older Adults, and Domestic Violence Council.

Cohort Approach: *Community Advisory Body*

The PPSGC currently engages, via monthly meetings, a cohort of diverse community representatives, the Interim Community Advisory Body, in an advisory capacity, in compliance with the Brown Act. The current Interim Community Advisory Body is comprised of representatives of the PPSGC's focal populations, advocates, and non-profit leaders who have deep knowledge and lived expertise in the PPSGC's priority

areas. The PPSGC will continue to partner with a cohort of stakeholders in this way, consistent with current law, as this method of engagement: 1) allows for consistent thought partnership and sound guidance from stakeholders who are well-versed on the PPSGC, including its background and aims; 2) builds a sense of community among cohort members; and 3) allows for increased accountability to community stakeholders.

Learn and Adapt: *Feedback Loop*

Receiving feedback on its efforts in real time will be critically important to the success of the PPSGC. Therefore, the PPSGC will leverage standing relationships with stakeholders via community networks, internal networks, and its community advisory cohort to establish a feedback loop that will facilitate continuous refinement and quality improvement of efforts underway.

Valuing Contributions: *Compensation*

The PPSGC will compensate community stakeholders for their approved participation in identified PPSGC-led activities.

3.2 ENGAGEMENT ACTIVITIES

The PPSGC will engage stakeholders in the activities listed below in tandem with its core strategies.

1 Stakeholder Mapping

The PPSGC will conduct stakeholder mapping to ensure that key stakeholder groups have been identified and are being effectively engaged. Stakeholder mapping is a particularly important activity for ensuring that underrepresented groups have an active role in informing and shaping the PPSGC's work.

2 Stakeholder Listening Sessions

Listening sessions are a cornerstone of the PPSGC's stakeholder engagement approach. These facilitated discussions have been and will continue to serve as the primary vehicle through which the PPSGC collects information from stakeholders regarding their experiences, perceptions, thoughts, and ideas about topics relevant to the PPSGC, including its priorities, focal outcomes, and deliverables. Listening sessions will be the mechanism used to vet PPSGC change strategies and plans with broad groups of stakeholders. Listening sessions will be conducted virtually and in-person.

Special listening sessions will be held with underserved populations, such as those experiencing language-based marginalization, as well as smaller grassroots organizations.

3 Stakeholder Surveys

Anonymous stakeholder surveys were disseminated during early efforts to inform the PPSGC's selection of priorities. This data collection method will be utilized on an ongoing basis, as necessary, to gather candid feedback from large groups of stakeholders.

4 Regular PPSGC Meetings

The PPSGC holds monthly meetings that are open to the public pursuant to the Ralph M. Brown Act, which aims to facilitate transparency in government. Stakeholders may attend regular PPSGC meetings in-person or virtually to remain abreast of its activities and to participate by providing public comment.

5 Social Media

The PPSGC may use social media, such as Facebook and Instagram for outreach and engagement of stakeholders, as appropriate.

6 Thematic Analysis

During Phase One of its work, the PPSGC conducted an analysis of key themes from several previous Countywide stakeholder engagement efforts that have been conducted in the past three to five years. See Figure 4 for a listing of included initiatives.

Participating stakeholders in the various initiatives included in the analysis included adult and youth community members, advocates, representatives from community-based organizations, government agencies, academia, and researchers. Themes from this analysis are summarized in Section 4.0 of this Plan.

This thematic analysis has allowed the PPSGC to leverage previous learnings to expand the breadth of stakeholder feedback that informs and shapes its work. The full thematic analysis is attached as Appendix A of this Plan.

Figure 4. Thematic Analysis Initiatives

1.	Adverse Childhood Experiences – Southern California Members	9.	Faith-Based Outreach Countywide
2.	Bold Vision Community Council	10.	First 5 LA 2020-2028 Strategic Plan Development
3.	Department of Business and Consumer Affairs › Tenant Protection Efforts › Eviction Prevention Efforts	11.	Homeless Initiative Resident Engagement Efforts
4.	Department of Mental Health Prevention Efforts	12.	LA County Youth Commission
5.	Department of Public Health Trauma Prevention Initiative	13.	LA County Library Feedback Sessions
6.	Efforts to Address Inequities Facing Transgender, Gender Non-Conforming, and Intersex People	14.	Office of Child Protection Youth Listening Sessions
7.	Poverty Alleviation Initiative Framework Development	15.	Office of Violence Prevention › Strategic Plan Development › Safety Listening Sessions
8.	Purposeful Aging LA	16.	Thriving Families, Safer Children

4.0 PPSGC WORK PHASES

The PPSGC's work will be carried out via a multi-phased approach that will involve significant stakeholder engagement.

4.1 OVERVIEW OF PHASE ONE: FOCUS SELECTION

Timeline: December 2023 – June 2024

Phase One Description

Phase One of the PPSGC's work centered around narrowing its focus in each of its domains (Child Welfare and Family Well-Being, Behavioral Health, and Homelessness and Housing) by selecting target populations, outcome goals, and associated indicators (metrics).

Phase One Stakeholder Engagement Goals

During Phase One, the PPSGC cast a wide net and engaged a broad array of stakeholders from all Supervisorial Districts to achieve the following goals:

1. Increase stakeholder knowledge and awareness of the establishment of the PPSGC and its Board-directed charge
2. Engage stakeholders in informing the selection of PPSGC focal populations, outcome goals, and indicators (metrics) in each domain
3. Engage a cohort of community stakeholders to provide consistent thought partnership and guidance on the development and implementation of the PPSGC stakeholder outreach and engagement strategy and its efforts more broadly during its establishment period

Summary of Phase One Stakeholder Engagement Efforts

Between December 2023 and June 2024, the PPSGC, in collaboration with member County departments and Initiatives, engaged in the following activities across all three domains:

- Hosted 13 listening sessions to inform priority selection and development of this Plan
- Disseminated three Countywide surveys
- Held informational meetings and informal interviews with key stakeholders
- Conducted an LA County stakeholder engagement thematic analysis
- Convened the Interim Community Advisory Body
- Convened three domain-specific workgroups

Participants in the above-listed activities included, but were not limited to, community representatives with lived expertise, advocates, service providers, faith-based organizations, non-County government

partners, and County Department representatives. See Appendix B for a listing of participating stakeholders.

Key Themes from Phase One Stakeholder Engagement Efforts

Stakeholders identified a wide range of potential PPSGC focal populations and priorities and there was significant overlap across domains. Examples of themes from engagement related to the Child Welfare and Family Well-Beings and Behavioral Health domains include:

- Prioritizing mothers, children under age five, and transitional age youth (TAY)
- Increasing availability of and access to the resources and opportunities that we all need to achieve well-being and thrive in life as identified by residents, rather than sole focus on County-defined remediating programs and services
- Improving the availability of and access to resident-defined supportive services, including mental health and well-being support
- Increasing the availability of and access to basic needs, such as food, living wage employment, and affordable housing
- Improving information and referral systems Countywide to facilitate resident access to available resources and supports

Stakeholders also lifted up the importance of:

- Community empowerment and amplifying resident voice and choice through participatory planning and decision-making involvement
- Racial equity in access to resources and opportunities

Homelessness and Housing domain stakeholder engagement efforts targeted five key stakeholder groups: 1) community at-large; 2) property owners and managers; 3) individuals with lived expertise; 4) government; and 5) advocates and service providers.

Homelessness and Housing domain themes included:

- Expanding access to critical resources that allow individuals to meet their basic needs
- Improving systems to ensure that individuals are aware of and effectively accessing existing prevention-focused services Countywide
- Identifying needed policy changes and infrastructure improvements to both expand access to affordable and permanent housing and ensure that the processes for individuals to access said housing are streamlined and effective (instead of unintentionally burdensome and exclusionary)

Two overwhelming and prevailing themes crossed all three domains and stakeholder groups - the critical need for strengthened efforts to facilitate economic stability and alleviate poverty; and improved systems coordination to improve the County's capacity to effectively meet the needs of residents.

4.2 PHASE TWO: ACTION PLANNING

Timeline: June 2024 – December 2024

Phase Two Description

Phase Two of the PPSGC's work will involve partnering with stakeholders to develop the previously described change strategies and associated Board-directed plans to move the needle on its outcome goals and indicators (metrics). To be responsive to the needs on the ground, Phase Two will also involve implementing strategies to facilitate Countywide strategic and functional alignment and resolve problems within the PPSGC's purview in real time. Successful completion of Phase Two will include finalization of concrete change strategies, Board-directed plans, and a data agenda for each domain and related outcome goals.

Phase Two engagement activities will be carried out by PPSGC staff, with support from County departments and initiatives, as well as community-engagement consultants.

Phase Two Stakeholder Engagement Goals

While Phase One involved very broad outreach, Phase Two stakeholder engagement will be characterized by a more targeted and deliberate approach to involve stakeholders who are most relevant to the PPSGC's adopted priorities. This will require deployment of the targeted strategies and activities described in Section 3.0. Phase Two efforts will aim to achieve the following goals:

1. Effectively engage stakeholders in the development of PPSGC change strategies and associated Board-directed plans
2. Establish, nurture, and sustain partnerships with trusted stakeholder networks that can be leveraged to support listening sessions, stakeholder mapping, and serve as a component of the PPSGC feedback loop
3. Inform the PPSGC evaluation design

Summary of Initial Phase Two Stakeholder Engagement Efforts

Phase Two of the PPSGC's stakeholder engagement efforts launched in May 2024 and has included the following initial activities:

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- In May 2024, the PPSGC partnered with Vaughn Next Century Learning Center to convene a stakeholder listening session in the Third Supervisorial District. The session centered around the experiences and needs of families. Attendees included community members, such as youth/students and parents; area educators, such as charter school administrators; and community organizers. The convening was well-attended and well-received by the community, who requested additional similar and ongoing sessions with further engagement with Supervisor Lindsey P. Horvath.
- In May 2024, the PPSGC also held a virtual listening session with members of the County's Youth Commission. This session focused on the experiences and needs of systems-impacted

TAY, young parents of young children, and effective ongoing community engagement. Among the insightful feedback provided, Commissioners stressed the importance of leveraging existing County Commissions to engage stakeholders in the PPSGC's work.

- In June 2024, the PPSGC partnered with The RightWay Foundation to engage stakeholders in the Second Supervisorial District. This session centered around the PPSGC's efforts related to systems-impacted TAY and was attended by young people, their advocates, and service providers. Young people in attendance felt empowered by the townhall-style discussion with Supervisor Holly J. Mitchell.

In addition to the efforts already conducted in Supervisorial Districts 2 and 3, in-person stakeholder engagement convenings will also be conducted in Supervisorial Districts 1, 4, and 5.

Early Themes from Phase Two Stakeholder Engagement Efforts

Early themes from Phase Two engagement efforts are consistent with findings from Phase One relative to the need for affordable housing, quality mental health support, and poverty alleviation. Stakeholders also uplifted the need for:

- Greater efforts to promote improvement of residents' daily lives
- Increased access to information and supports for early childhood development and parent development
- Access to career development and support services
- Increased access to and opportunities for civic engagement
- Better service delivery by County departments

4.3 PHASE THREE: IMPLEMENT AND SUSTAIN

Timeline: Ongoing

Phase Description

Phase Three of the PPSGC's work will involve implementation of its strategies and plans. Where possible, the PPSGC will implement strategies in real time to be responsive to the County's prevention and promotion needs.

Stakeholder Engagement Goals

In addition to goals outlined for Phases One and Two, preliminary Phase Three stakeholder engagement goals are to:

1. Strengthen and sustain the feedback loop regarding implementation of PPSGC efforts to allow for continuous quality improvement cycles and course correction
2. Inform the PPSGC evaluation

5.0 BEST PRACTICES FOR SUCCESSFUL STAKEHOLDER ENGAGEMENT

Stakeholders also identified an additional series of best practices that will facilitate successful stakeholder engagement. The following actions and activities will be implemented:

1.	Maintaining a space in which stakeholders feel heard, respected, supported, and empowered
2.	Shared decision making and transparency about decision-making
3.	Providing meeting information that is clear and easy to understand in a timely manner
4.	Providing consistent and timely updates on PPSGC activities
5.	Eliminating barriers to stakeholder participation related to: › Meeting locations and times › Interpretation/translation needs › Transportation and childcare (when possible)
6.	Promotion of participating stakeholders' well-being and development by: › Being trauma-informed and healing-centered › Working to develop/reinstate the trust of community stakeholders › Providing support before or after meetings to facilitate full engagement on agenda items and next steps (when possible) › Making available professional development trainings and workshops related to the PPSGC's work (when possible)
7.	Compensating stakeholders for their active participation in approved PPSGC-led activities

6.0 POPULATION-SPECIFIC OUTREACH, ENGAGEMENT, & OTHER CONSIDERATIONS

While the PPSGC's core engagement methods, activities, and strategies described in Sections 3.0 and 5.0 of this Plan are applicable to the PPSGC's focal populations (1) families with children under age five; 2) youth and young adults between the ages of 11-24; and 3) older adults, aged 60+), there is a need for implementation of targeted, population-specific outreach methods and engagement activities, as well as for attention to unique considerations.

6.1 Families with Young Children

Outreach and Engagement Strategies

Effective outreach to and engagement with families with young children must consider the whole family and will include the following strategies:

1.	Hosting inclusive, child-friendly events
2.	Facilitating childcare (when possible)
3.	Creating spaces that feel inclusive to fathers
4.	Creating safe spaces where parents can share about their challenges and needs without fear of harmful interactions with punitive systems (i.e., mandated reporting)
5.	Providing dinner when hosting in-person events in the evenings (when possible)
6.	Leveraging engagement events to provide concrete supports, e.g., diapers, wipes, etc., (when possible)
7.	Make available information regarding holistic, family-centered resources during engagement events (when possible). Examples include, but are not limited to: › Concrete needs and crisis support services › Employment opportunities › Parent support workshops and classes › Child development › Early childhood socialization opportunities › Financial planning › Family fitness classes

Potential Partner Organizations

Collaboration with pediatricians, early care and education providers, faith-based organizations and relevant County departments can be extremely effective strategies for engaging families with young children. Although not intended to be an exhaustive list, the organizations listed below were elevated as potential PPSGC partners by stakeholders:

- Allies for Children
- Antelope Valley Partners for Health
- Black Women's Heath Collective
- Child Care Resource Center
- County Domestic Violence Council
- County Office for the Advancement of Early Care and Education
- Crystal Stairs
- El Nido Family Centers
- Esperanza Housing
- First 5 LA
- Friends Indeed
- KIPP SoCal
- LA Care
- Mandated Supporting Initiative Coalition
- Office of Child Protection + First 5 LA Prevention Collaborative
- PACT
- Partnerships for Children South LA
- Prevention and Aftercare Networks
- Project Fatherhood/Children's Institute Inc.
- Project Joy
- Shepard's Door
- Thriving Families, Safer Children
- WIC Program

Additional partners will be identified through stakeholder mapping.

Special Considerations

Time is always an element for special consideration when working with families with young children. As such, being mindful of participants' time when considering compensation, travel time, and childcare cannot be overstated.

6.2 Youth and Young Adults, Ages 11-24

Outreach and Engagement Strategies

Effective outreach and engagement with youth and young adults must prioritize relatable and engaging activities and active listening. PPSGC efforts will include the following strategies.

1.	Ensuring engaging and age-appropriate communication and activities
2.	Leveraging near peers and trusted credible messengers
3.	Leveraging social media platforms, such as Instagram, while ensuring that these platforms are used safely by creating invitation-only environments and using tools like Figma for structured channel management
4.	Utilizing age-appropriate monetary incentives for engagement, e.g., gift cards from Amazon, DoorDash, Uber, gas stations, grocery stores, etc. (when possible)
5.	Providing lunch or dinner (when possible)
6.	Leveraging engagement events to provide concrete supports (when possible) e.g., hygiene products, food, etc.

7. Making available information regarding youth and young adult-centered activities and resources during engagement events (when possible). Examples include, but are not limited to:
   - Concrete needs and crisis support
   - Life skills development classes/programs
   - Employment opportunities
   - Housing programs

Potential Partner Organizations

Collaboration with K-12 schools, post-secondary educational institutions, vocational programs, and relevant County departments is critically important to the PPSGC's efforts to engage youth and young adults at risk of disconnection. Specific organizations identified by stakeholders include, but are not limited to:

- 3FN
- Boys and Girls/Clubs
- Butterflies' Haven
- CASA LA
- Cast LA
- Covenant House
- End Overdose
- Homeboy Industries
- Inner City Vision
- Jr. ROTC
- Justice Collective
- Kaiser Community Engagement Programs
- LA City Youth Commission
- LA County Youth Commission
- LGBT Center
- Los Angeles County Office of Education
- Los Angeles Performance Partnership Pilot (P3)
- Miriam's House
- Noah's Foundation
- Operation Hope
- Outward Bound, Pasadena
- Peace4Kids
- Safe Place for Youth
- Shephard's Door
- The RightWay Foundation
- Thriving Families, Safer Children
- True Colors Work Source
- Vaughn Next Century Learning Center
- Work Source Centers

Additional partners will be identified through stakeholder mapping.

Special Considerations

When engaging youth and young adults, the PPSGC will remain cognizant of the following special considerations:

- Age-Appropriate Communication and Separation: Recognizing the significant developmental differences between 11-year-olds and 24-year-olds, and tailoring communication accordingly. Ensuring appropriate separation of different age groups protects younger youth and facilitates provision of age-appropriate content and incentives.
- Mental Health and Support Systems: Being aware of and sensitive to the mental health needs of youth, particularly those returning to their families, teen parents, homeless youth, and those dealing with cyberbullying or domestic violence.
- Identifying and Including Homeschool: Making an effort to identify and include homeschooled students and ensure that they are accounted for in engagement strategies.

6.3 Older Adults, Age 60+

Outreach and Engagement Strategies

Effective outreach and engagement strategies with older adults must prioritize meeting them where they're at, meeting language needs, and culturally appropriate outreach. It will include the following strategies:

1.	Prioritizing in-person, face-to-face interactions and attentive listening
2.	Leveraging natural touchpoints, such as senior centers, social security offices, and senior-friendly restaurants
3.	Utilizing lower-tech media, such as mailers, newspaper, and radio, for outreach. Facebook is also an effective platform
4.	Holding targeted, older adult-friendly engagement events, such as "discount days" and multi-generational events
5.	Leveraging engagement events to provide concrete supports (when possible) e.g., hygiene products, food, etc. or one-stop shops for supportive resources
6.	Making available information regarding access to services and supports, such as: › Senior meal programs › Transportation services › Community health centers › Housing programs › Senior-focused activities, such as computer classes, dance groups, arts classes, etc.

Potential Partner Organizations

Collaboration with senior-serving healthcare and supportive services providers, nutrition and advocacy organizations, justice and re-entry programs, senior centers, faith-based organizations, and relevant County departments will serve as the most effective targeted outreach and engagement strategy for this population. Prospective partner organizations elevated by stakeholders include, but are not limited to:

- All Seniors Foundation
- Amity Foundation
- California Health Advocates
- County-Funded Senior Centers
- Elder Helpers
- EveryTable
- Helping Hands
- In-Home Supportive Services (IHSS)
- County Commission for Older Adults
- Los Angeles Regional Food Bank
- Los Angeles Advisory Council on Aging
- Meals on Wheels
- Pasadena Sister Cities Committee
- Street Medicine Teams

Additional partners will be identified by stakeholder mapping.

Special Considerations

Special considerations for effectively engaging older adults include remaining cognizant of the importance of the following:

- Building Relationships and Trust: Emphasizing the importance of establishing a personal connection and building trust with older adults by acknowledging their wisdom, respecting their dignity, and ensuring they understand the service's benefit
- Respect and Sensitivity: Being respectful of their personal information, cultural differences, and demonstrating sensitivity to their individual needs and circumstances
- Family Dynamics and Support: Recognizing the role of family caregivers and understanding potential interference, particularly in cases of abuse, by prioritizing one-on-one conversations and ensuring confidentiality
- Accessibility: Considering mobility issues by scheduling events at times most convenient to the audience, respecting cultural differences, and providing support tailored to individual needs, such as ensuring staff are culturally competent and patient
- Effective Communication and Listening: Practicing patience, persistence, and active listening to ensure that older adults feel heard and understood, and adjusting communication styles to accommodate their pace and comprehension
- Promoting Well-being and Engagement: Offering companionship, hope, and opportunities for happiness and enjoyment, especially for those who may be isolated or spend much time alone, and encouraging participation in activities that foster a sense of fulfillment and connection
- Simplicity and Convenience: Streamlining program sign-up processes to minimize confusion and inconvenience and make it easier for older adults to access information and services by consolidating resources into a single office or location
- Justice-Impacted Older Adults: Addressing the unique needs of formerly incarcerated older adults requiring reentry support

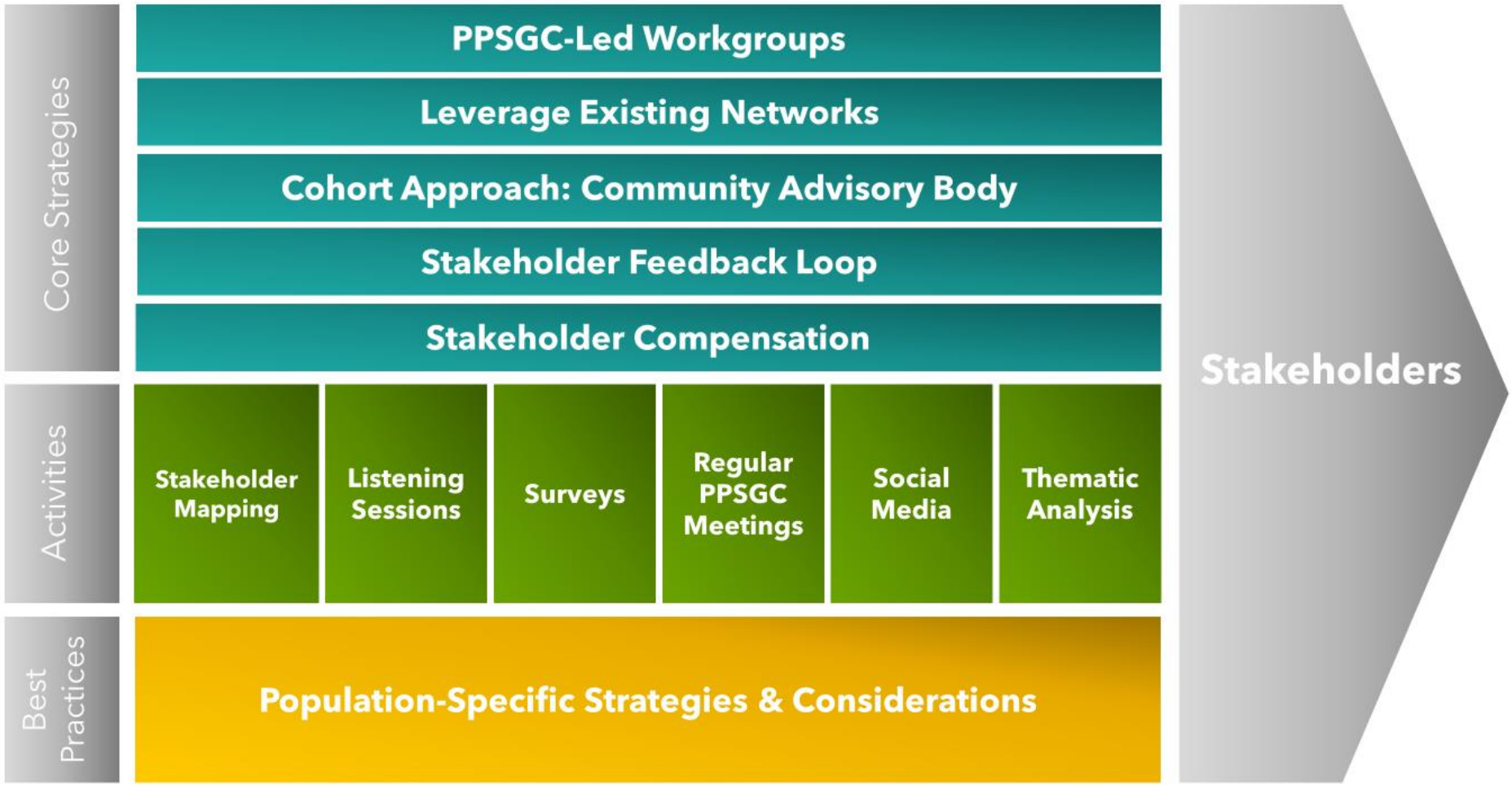
7.0 ASSESSING THE EFFECTIVENESS OF STAKEHOLDER ENGAGEMENT EFFORTS

Assessing the effectiveness of stakeholder engagement efforts is critically important and the PPSGC will employ the following methods:

- Creating a safe (and brave) space for open and honest feedback from stakeholders at all times
- Conducting regular "check-ins" with stakeholders
- Disseminating stakeholder engagement surveys
- Conducting listening sessions on engagement effectiveness

8.0 APPENDICES

APPENDIX A: STAKEHOLDER ENGAGEMENT FRAMEWORK



APPENDIX B: THEMATIC ANALYSIS

Thematic Analysis

SUMMARY & RECOMMENDATIONS

A comprehensive evaluation of prevention research in LA County was conducted to analyze community needs, challenges, and opportunities. The assessment delved into three primary focus areas: Child and Family Well Being, Behavioral Health, and Housing and Homelessness. Through this review, additional intersecting focuses emerged, namely Health and Safety, Community Empowerment, and Delivery System Infrastructure. The research employed diverse communication mediums, such as in-person, digital real-time, and written formats, utilizing tools like surveys, focus groups, workshops, and visioning/listening sessions. The stakeholder group consisted of Community Members, comprising both Adults and Youth, along with representation from Community Based Organizations, Government Agencies, Other Community Partners and Leaders, and Academic Research.

The identified recurring needs and limitations, outlined in the table below, informed the subsequent recommendations:

- Prevent and mitigate poverty, focusing on root cause to deliver targeted support and resources, and ultimately promote economic mobility.
- Prioritize Children and Youth Resources and Support, particularly for Children aged 0-5 and Foster Youth transitioning out of the system.
- Assess systemic structures, policies, and various models such as biopsychosocial, socioeconomic, and socioecological to identify barriers specific to the selected population demographic. Offer tailored support, which may include trauma informed, culturally aligned services, and unconventional approaches, to address the identified challenges.
- Deliver early, culturally competent, and high-quality services to children and families, empowering and uplifting them while fostering community growth and development.
- Humanize processes, eliminate barriers, and actively support efforts aimed at ensuring sustainable and affordable housing throughout LA County.
- Establish an accessible wellness platform to ensure comprehensive, timely, and equitable health care services, with a focus on mental health support in historically marginalized communities.
- Develop and Implement protocols for a safer community, emphasizing neighborhood-friendly policing and social connectedness.
- Collaboration across multiple sectors to optimize resources, ideas, and strategies, ensuring a unified approach from leadership to grassroot community led efforts.
- Empower the community through active listening and accountability. Grant the community autonomy to voice their needs and propose solutions on how these can be met.
- Standardize all-inclusive data collection, definitions, and metrics to evaluate the quality, affordability, and accessibility of promotion, prevention, and intervention services, resources, and access.
- Incentivize the use of systems and services through supportive measures rather than punitive approaches.

Themes, Limitations, and Stakeholders

Primary Focus Areas			Stakeholders					
	Themes/Needs	Limitations Impacting the Needs	Community Members- Adults	Community Members- Youth	Community Based Organizations	Government Agencies	Other Community Leaders & Partners	Academic Research & Data
Child & Family Wellbeing (CFW)	Affordable Child Care	**Cost:** affordability is out of reach for many families. **Capacity:** 1. traditional services do not cater to non-traditional working hours, such as night shifts; 2. demand exceeds supply. **Quality:** affordable facilities are not always safe or conducive environments to child growth and development.	●		●	●		
	Economic Stability & Support	**Time:** systemic barriers to economic mobility delay and impede progress towards long term stability and wealth accumulation. **Capacity:** insufficient local job opportunities that offer flexibility and livable wages. **Quality:** high job insecurity and lack of employment benefits. **Navigation:** absence of links to employment, employment services, and constructive pathways.	●	●	●	●	●	●
	Community Resources & Activities	**Cost:** affordability is out of reach for many families. **Capacity:** insufficient accessible and demographic specific services, such as foster youth, elderly, and immigration support. **Quality:** places where resources and activities are available within the community, are not perceived as supportive environments for children's development. **Navigation:** Navigating available resources proves daunting, as services are often waitlisted or entail complicated procedures, dissuading potential users from seeking assistance.	●	●	●	●	●	●
	Educational and Supporting Services	**Cost:** fees associated with services make them financially unattainable for many. **Quality:** education supporting systems in marginalized communities frequently lack fundamental resources such as textbooks and technology access, exacerbating educational inequities. **Time:** families often experience limitations in time (ex. long work hours) and resources (ex. interpretative services), impeding comprehensive searches for services. **Capacity:** 1. absence of accessible and cost-effective educational resources, such as early education and mentorship for children and youth; 2. shortage of professional development avenues for adults aiming to support their children's education or enhance their professional opportunities; 3. lacking essential resources and infrastructure hinders advancement of local initiatives for early prevention, intervention, and learning for children aged 0-5. **Navigation:** Navigating available resources proves daunting, as services are often waitlisted or entail complicated procedures, dissuading potential users from seeking services.	●	●	●	●	●	●

Thematic Analysis

Themes, Limitations, and Stakeholders (continued)

Child & Family Wellbeing (CFW	Foster Youth Life Course	**Cost:** insufficient funding and resources needed for youth and families to flourish and remain united. **Time:** foster youth services are time limited, however, this population require support beyond their foster youth years to successfully navigate life and prevent reentry into the system as adults. **Capacity:** insufficient foster youth taoilored resources, such as educational and career opportunities. **Quality:** high investment in services that strain family bonds and low investment in people.	●	●	●	●	●	●
	LGBTQIA+ Life Course Highlighted Population: TGI	**Cost:** 1. insufficient funding of TGI-led organizations; 2. Inadequate access to fair and culturally aligned employment opportunities perpetuating socioeconomic disparities. **Time:** 1.inadequate and insufficient investment in properly collecting demographic data, engaging TGI communities, and implementing inclusive policies; 2. TGI individuals experience a higher time tax attempting to access resources and services. **Capacity:** insufficient safe spaces and staff trained to provide tailored interventions; 2. challenge with recruiting TGI-identified staff. **Quality:** 1. lack of culturally relevant outreach and service delivery; 2. lack of TGI focused expertise within the county hinders quality service provision; 3. systemic barriers, and experience with stigma and discrimination, lead to and perpetuate adverse life outcome. **Navigation:** inadequate data collection and systems to support TGI specific needs lead to increased barriers in accessing resources and services.	●	●	●	●	●	●
	Elderly-Aging Life Course	**Cost:** financial constraints due to fixed or no income, while cost of living increases at a disproportionate rate. **Time:** the response time to meet the needs of the aging population is significantly slower than the pace at which this demographic is growing, especially for those with additional barriers such as limited financial resources and support systems. **Quality:** 1. gaps in quality care and support; 2. generational and digital divide leading to lack of camaraderie and increased isolation. **Capacity:** absence or limited accessible services, due to challenges such as transportation and health constraints, result in negative outcomes for quality of life, including food insecurity and insufficient or inadequate care. **Navigation:** lack of easy to navigate community support networks obstructs a positive transition to senior care and services.	●	●	●	●	●	●
Housing & Homelessness (H&H)	Affordable Housing	**Cost:** Los Angeles renting/housing market is relatively high, what is classified as "affordable" is out of reach for many low-income families. Rent prices (constituting a significant portion of the cost of living), increase annually, hindering sustainability. **Time:** 1. families often experience added barriers such as time constraints, impeding comprehensive searches for available housing ; 2. many existing services are time limited and bound by stringent requirements, such as shelters and transitional housing. **Capacity:** shortage of affordable housing units compared to the demand, leading to long waitlists and increased competition. **Quality:** affordable options are not always liveable, safe, or conducive environments to child and family growth and development. **Navigation:** many individuals and families face challenges advocating for themselves and navigating the application process to meet housing requirements.	●	●	●	●	●	●
	Tenant Empowerment & Rental Property Owners Checks & Balances	**Cost:** 1. tenants frequently lack the financial means to seek adequate legal counsel or act against questionable or illegal landlord practices; 2. rental property owners must continue to house and comply with building maintenance regardless of timely rent payment, potentially creating a financial strain. **Time:** legal action requires a lot of time, and tenants often face time constraints due to demanding lifestyles focused on survival. **Quality:** there is a lack of user-friendly resources for tenants to learn about their rights and insufficient support to help tenants prevent eviction. **Navigation:** many tenants do not know where to find resources or how to navigate housing situations due to fear and other barriers. Additionally, there is no viable pathway to homeownership for many due to rent/housing prices outpacing income growth, leading to the need to relocate, and exacerbating homelessness.	●		●	●	●	●
	Street to Housing (Chronic Homelessness)	**Cost:** many cannot afford affordable or subsidized housing. **Time:** ensuring long term housing stability may require extended and ongoing support services, which is not always readily available or sustainable. **Capacity:** 1. there is a shortage of affordable and supportive housing options compared to the demand; 2. many homeless individuals and families may be hard to reach due to lifestyle challenges (ex. relocation, no permanent address/phone number, mental health and substance abuse). **Quality:** the need is multifaceted, and there is a lack of comprehensive housing systems in place to address immediate and ongoing support to assist with immediate housing needs and other concurrent challenges, such as physical and mental health needs and substance abuse issues. **Navigation:** 1. many may resist or struggle to adapt to traditional housing models due to trauma, distrust, and comfort; 2. many also require additional support such as advocacy or a team of professionals to assist in facilitating the process.	●		●	●		●
Behavioral Health (BH)	Outreach & Engagement	**Time:** individuals and families facing multiple challenges or crises, may prioritize other immediate needs over mental health services, reducing their engagement effort. **Capacity:** deficiency in outreach and engagement efforts that meet community members where they live and where they feel safe. **Quality:** 1. lack of coordination among stakeholders undermines the effectiveness of viable joint efforts; 2. insufficient culturally competent and trauma informed initiatives targeting specific population demographics. **Navigation:** 1. many do not know where to go, who to ask, or unaware of available resources; 2. lack of communication/partnerships between providers; 3. added paralyzing barriers like fear, stigma, and language obstacles hinder community members' ability to navigate the system.	●	●	●	●	●	
	Mental Health Services Highlighted Population: BIPOC, Youth, Adults with Adverse Childhood Experiences	**Time:** lack of early intervention and prevention efforts, potentially exacerbating mental health issues or perpetuating cycles for future generations. **Capacity:** 1. the demand surpasses the inventory of available services (ex. one counselor per school grade level); 2. not enough local mental health support providers in historically marginalized communities; 3. lack of accessible and adequate resources and services for substance abuse prevention and recovery. **Quality:** 1. services are not readily accessible due to barriers such as location, specialized needs, and fragmented care; 2. there aren't enough culturally competent and continuum of care services. **Navigation:** the system is complex and challenging to navigate, especially at a time when people are the most vulnerable.	●	●	●	●	●	●
	Social Connectedness	**Time:** many working families may not have the time to engage in social connection efforts due to pressing priorities. **Capacity:** insufficient efforts to connect community members and foster a healthy and supportive environment. **Quality:** 1. mental health challenges, such as depression and anxiety, can impair individuals social skills, perpetuating social disconnectedness; 2. while digital platforms offer opportunities for connection, they may not fully replace face-to-face interactions, leading to feelings of loneliness and disconnection, especially among youth and elderly; 3. existing and generational social dynamics in underserved and historically marginalized communities may not support healthy child and family development. **Navigation:** many lack access to supportive networks due to barriers such as migration, displacement, or discrimination.	●	●	●	●	●	●

Thematic Analysis

Themes, Limitations, and Stakeholders (continued)

		Crosscutting Focus Areas						
Health & Safety (H&S)	Safer Communities	**Cost:** scarcity of free or affordable activities for children and youth to engage in, hindering the promotion of healthy and safe children, family, and community development. **Capacity:** 1. not enough accessible safe spaces and activities for children and youth, diminishing their opportunities for participation and involvement in constructive pursuits. 2. lack of access to clean and safe water in low income communities; 3. insufficient gang violence intervention and efforts to promote safe passage for the youth and community. **Quality:** 1. limited child-parent (guardian) activities, hamper the prospects of fostering healthy relationships within families and among community members; 2. discriminatory and systemic police practices instill fear, distrust, and lack of respect for local law enforcement among community members, highlighting the absence of checks and balances to properly guide and promote a positive relationship between the two. 3. lack of shared language/communal understanding around safety promotion and violence prevention; 4. lack of sustainable gun safety measures. **Navigation:** lack of safe and welcoming gathering areas within communities, compel families to seek such environments outside their neighborhood, impeding local cohesion and community building efforts.	●	●	●	●	●	●
	Access to Health Care	**Cost:** many services fall beyond budget constraints or insurance coverage limits. **Time:** lack of early intervention and prevention efforts, potentially exacerbating health issues. **Capacity:** lack of local health care facilities or overcrowded/overbooked. **Quality:** 1. services are not readily accessible due to barriers such as location, specialized needs, and fragmented care; 2. Not enough culturally competent and continuum of care services; 3. shortage of healthcare professionals and medical equipment. **Navigation:** the system is complex and challenging to navigate, especially with added barriers such as lack of awareness, language barriers, transportation, and homelessness.	●	●	●	●	●	●
Community Empowerment (CE)	Community Based Organization-Collaboration	**Cost:** limited or restrictive funding/budgets, making it challenging to allocate resources for collaboration. **Time**: complex bureaucratic procedures and requirements create barriers for collaboration, leading to delays and inefficiencies in partnership development. **Capacity:** lack of necessary resources, such as staffing, expertise, and infrastructure to engage meaningful collaboration with the county and community. Important to note that CBOs are the most commonly reported trusted and accessible resource within communities when available, however, cannot always support the community needs. **Quality:** lack of communication or communication mechanisms hinder effective collaboration and coordinated efforts. **Navigation:** perceived disparities in power dynamics may lead to mistrust and difficulties navigating fruitful and long-lasting partnerships and hinder relationship building efforts.	●	●	●	●	●	●
	Community Relations	**Capacity:** 1. limited capacity within communities to manage and utilize available resources due to barriers, such as lack of knowledge, building skills, and leadership; 2. Inequitable access and distribution of competing resources within communities create disparities and tensions. **Quality:** 1. insufficient community autonomy to determine their own development priorities; 2. lack of early promotion efforts to inspire solidarity and unifying community activities, such as team building and civic engagement; 3. lack of social connectedness impairing overall community wellbeing and effectiveness of support networks. Highlighted affected demographics include developing children, youth in their formative years, the elderly, and other marginalized groups facing added challenges, such as isolation and substance use. **Navigation:** political dynamics, institutional structures, and competing priorities within communities may lead to fear and distrust discouraging collaboration amongst community members to share and navigate services in unison.	●	●	●	●	●	●
Service Delivery System Infrastructure (SDSI)	One Stop Shop, Comprehensive and Holistic	**Time:** bureaucratic limitations and unnecessary processes lead to lapse of information sharing amongst providers and consequently untimely and inadequate service delivery. **Capacity:** 1. complex and diverse needs require a range of services and expertise, making it difficult to streamline services/solutions; 2. Lack of cultural sensitivity and one size fits all approaches fails to address unique cultural, faith based, social, and linguistic needs of diverse communities and lead to underutilization or inadequate delivery of services; 3. insufficient multis-sector colloboration to maximize resources and promote community cohesion. **Quality:** lack of communication between different service providers; 2. hyper focused services hindering the ability to see the complex and multi layered need; 3. lack of effective training and tools to properly equip staff hinders the ability to properly address complex and interrelated needs. **Navigation:** bureaucratic barriers perpetuate fragmented and uncoordinated service delivery.	●	●		●	●	
	Accountability	**Time:** delayed/untimely quality control assessments to address failure to meet service standards. **Capacity:** 1. fragmented responsibility due to diverse service needs and areas of expertise; 2. rooted structural, institutional, and systemic discrimination. **Quality:** 1. inadequate enforcement mechanism and consequences for failure to meet service standards; 2. lack of effective checks and balances; 3. lack of or inadequte evaluation mechanisms to measure effectiveness; 3. Insufficient community stakeholder engagement in the planning, implementation, and evaluation of services; 4. lack of shared definitions/language to fairly assess social issues, such as violence, affordability, and quality. **Navigation:** complex bureaucratic hierarchy limits the ability of community members to effectively address inadequate service delivery.	●	●	●	●	●	

Thematic Analysis

Source and Demographic Representation

Focus	Source	Stakeholders						Demographic
CFW BH H&H H&S CE SDSI	**Stepping Up Together: Co-Creating Paths to Brighter Future Los Angeles County's Strategic Framework for Alleviating Poverty** https://file.lacounty.gov/SDSInter/lac/1126204_PAIStrategicFramework_June2022.pdf	●	●	●	●	●	●	Los Angeles (LA) County Residents, 643 total- ages ranging from teenagers to seniors. Included individuals with lived expertise and a variety of ethnic backgrounds, gender identities, sexual orientations, and monolingual Spanish speakers.
	Thriving Families, Safer Children Priorities for Change from Community Visioning Sessions Report https://childcare.lacounty.gov/wp-content/uploads/2022/12/Thriving-Families-Safer-Children_Community-Report_Sept-202250.pdf	●	●	●	●	●	●	LA County Residents representing all five Supervisorial Districts, with a focus on individuals from historically marginalized communities.
	Thriving Families, Safer Children Summary of Visioning Session: Former and Current Foster Youth	●	●	●	●			LA County Residents- Current and Former Foster Youth
	First 5 LA 2020-2028 Strategic Plan https://www.first5la.org/uploads/files/2020-2028first5lasp_335.pdf	●		●	●	●	●	LA County Residents- Children and Families
	Bold Vision-Community Council Final Report https://www.boldvisionla.org/wp-content/uploads/2022/10/Bold-Vision-Community-Council-Final-Report-2022-update.pdf	●	●	●	●	●	●	LA County Residents- BIPOC Youth in low-income communities, including LGBTQIA+, Immigrant, and Youth with Disabilities
CFW BH H&H H&S CE SDSI	**Adverse Childhood Experiences (ACEs)** https://www.cdc.gov/violenceprevention/aces/index.html	●			●	●	●	Southern California Community Members
BH	**Listening Session and Youth Survey Thematic Analysis- Meeker-OCP**		●					LA County Residents- Youth
BH H&H H&S SDSI	**Los Angeles County Homeless Initiative- Public Webinar Presentation** https://homeless.lacounty.gov/wp-content/uploads/2023/12/FY24-25-Public-Webinar-Presentation.pdf	●		●	●			LA County Residents, Community Members
BH H&H H&S CE SDSI	**Report on Lessons Learned During the Pandemic Related to Tenant Protections (Item #5, Directive #2, Agenda of January 25, 2022)** https://file.lacounty.gov/SDSInter/bos/bc/1127638_2022-07-25ReportonTenantProtectionsLessonsLearned_rc.pdf	●		●	●		●	LA County Residents- Tenants and Landlords.
BH H&H H&S CE	**Consolidated Report Back on Strengthening the County's Permanent Protections for Unincorporated Los Angeles County in Response to Lessons Learned During the Covid 19 Crisis and Homelessness Prevention - Critical Tenant Protections (Item No.26, Agenda of September 24, 2022; and Item No. 54-A, Agenda of March 21, 2023)**	●		●	●		●	LA County Residents-Incorporated cities, Tenants and Landlords.

Thematic Analysis

Source and Demographic Representation (continued)

CFW BH H&H H&S CE	**Report on Sustainability Expanding Eviction Defense Services in Los Angeles County (Item No. 29, Agenda of September 27, 2022)** https://file.lacounty.gov/SDSInter/bos/bc/1140019_2023-04-08_ReportBackonExpansionofEvictionDefenseServices_rc.pdf	●		●	●		●	LA County Residents -underserved communities with high propensities for evictions and other types of displacement, tenants, and landlords.
H&H CE SDSI	**Tenant Opportunity to Purchase Acts (TOPAs) Executive Summary**	●		●	●		●	LA County Residents- tenants, rental property owners, real estate representatives, and affordable housing developers.
	Final Report on Developing Recommendations for a Tenant Opportunity to Purchase Act for Unincorporated Los Angeles County (Item No. 5, Agenda of August 10,2021)	●		●	●		●	
BH	**DMH Prevention Programs Community Feedback-Thematic Analysis**	●		●	●		●	LA County Residents, Community Members
H&S	**PHAB Reaccreditation Documentation Form**	●	●	●	●	●		LA County Residents
CFW BH CE SDSI	**Your Voice, Your Library, Your Community-Feedback and Recommendations-2016**	●	●		●	●		LA County Residents- Library and Non-Library Users
	LA County Library Community Feedback Sessions - 2022	●	●		●	●		
	LA County Library Stakeholder Engagement Overview- 2016 Visioning Sessions	●	●		●	●		
CFW BH H&H H&S CE SDSI	**Purposeful Aging Los Angeles (PALA) - An Age Friendly Initiative** https://www.purposefulagingla.com/sites/default/files/Age-Friendly%20Action%20Plan%20for%20the%20Los%20Angeles%20Region%202018-2021-V12-compressed.pdf	●	●	●	●	●	●	LA County Residents- Elderly
CFW BH H&H H&S CE SDSI	**Stakeholder Perspectives: LA County Office of Violence Prevention** http://www.ph.lacounty.gov/ivpp/docs/Final%20PI%20OVP%20Report%202_1_19.pdf	●	●	●	●	●	●	LA County Residents-Community Members with lived expertise from all 8 SPA , diverse backgrounds, and range of ages. "Priority Populations" identified as: African Americans, Latinos, LGBTQ+ individuals, documented and undocumented immigrants, Native Hawaiian and Other Pacific Islander communities.
	Los Angeles County Office of Violence Prevention: Early Implementation Strategic Plan 2020-2024 https://admin.publichealth.lacounty.gov/ovp/docs/OVP%20Countywide/OVP%20Strategic%20Plan%20August_2020.pdf	●	●	●	●	●	●	
CFW BH H&H H&S CE SDSI	**Los Angeles County Department of Public Health-Trauma Prevention Initiative Achievement Report**	●	●	●	●	●	●	LA County Residents-Community Members in Westmont West Athens, Willowbrook, Florence-Firestone, and Unincorporated Compton. Efforts that steamed from TPI spanned through all 8 SPAs.
CFW BH H&H H&S CE SDSI	**Report on Addressing the Inequities Facing Transgender, Gender Non-Conforming, and Intersex People (Item No. 2, Agenda of November 22, 2022)** https://file.lacounty.gov/SDSInter/bos/bc/1155033_BoardMemo-ReportonAddressingtheInequitiesFacingTransgenderGenderNon-ConformingandIntersexPeople_002_.pdf	●	●	●	●	●	●	LA County Residents- Transgender, Gender, Non-Conforming, and Intersex(TGI) communities.

Thematic Analysis

Source and Demographic Representation (continued)

CFW BH H&H H&S CE SDSI	**Update on Coordinating Faith Based Outreach by County Departments (Item No. 39, Agenda of May 17, 2022)**				●	●	●	LA County Residents- Faith Based Organizations (FBO) and House of Worship (HOW) leaders.
CFW BH H&H H&S CE SDSI	**First District School Safety Listening Session Summary (June 2023) -DPH,OVP**							LA County Residents- SD 1 Community Members
	Second District School Safety Listening Session Summary (March 2023) -DPH,OVP							LA County Residents- SD 2 Community Members
	Third District School Safety Listening Session Summary (April 2023) -DPH,OVP	●	●		●	●		LA County Residents- SD 3 Community Members
	Fourth District School Safety Listening Session Summary (March 2023) -DPH,OVP							LA County Residents- SD 4 Community Members
	Fifth District School Safety Listening Session Summary (May 2023) -DPH,OVP							LA County Residents- SD 5 Community Members

Missing/Underrepresented Voices

Missing/Underrepresented Voices	
Politicians/Elected Officials	Foster Youth
Corporations/Corporate Leaders	LGBTQAI+
Monolingual Non-English, LA County Threshold Language Speakers	Immigrants (Documented and Undocumented)
K-12 School Staff- board, administrators, teachers, counselors, nurses	Chronically Homeless Community Members
Non biological parents/guardians- foster parents, grandparents, siblings	Current and Former Inmates
Law enforcement- police, probation officers, juvenile court judges)	Domestic Violence Victims (all inclusive)
Other non biological guardians (foster parents, grandparents, siblings)	Philosophers (social good/wellness assessor)
Faith Based Community Partners	Native Americans
Doctors (i.e. OBGYN)/ Nurses/ Mental Health Providers	Asian/Pacific Islanders
	Veterans

RECOMMENDATIONS FOR FURTHER INQUIRY

- Consideration of the concept: "Invest in people not systems".
- Inventory current systems/funding and identify possible restructuring to fit the demographic and geographic landscape.
- Non-traditional/Creative ways and adequate training to outreach and engage hard to reach groups and promote community connection, trust, and solidarity. Highlighted groups: foster youth, BIPOC youth, elderly, immigrants, and TGI communities; non-highlighted groups: chronically homeless individuals, victims of domestic violence/crime, individuals with substance abuse challenges, and former inmates reintegrating into society.
- Investing in professional staff development by offering comprehensive support and training, to facilitate the transition of evolving community needs and promote the implementation of service delivery that is trauma informed, culturally sensitive, and of high quality.
- Examining existing policy and advocating/proposing policy change to align with improving quality of life, addressing root issues and adaptability to evolve with changing landscape.
- Incentivizing local social and economic growth and development through business opportunities that support the community and are led by community members, such as Grassroot Business Development and Entrepreneurship.
- Creation of more green buildings/spaces in low-income communities and increase awareness and access to indoor and outdoor activities to promote overall wellness.
- Wellness evaluation and certification system and standards (example for healthy buildings: WellCertified.com).
- Promotion of Civic Engagement.
- Resource/Drop-In Centers tailored to the specific needs of communities, enhancing local support and access to services.
- Investigate the potential for fostering community investment through sustainable, local initiatives like sourcing food and products locally.
- Creation of Business Service Organizations capable of employing or finding employment for individuals who struggle to find employment due to lack of conventional skills or historical background.
- Assess the opportunity cost by considering and advocating for the realignment of subsidies and funding towards businesses that balance social good with profit, rather than corporations primarily focused on profit-making, potentially at the community's expense.
- Consider prevention and promotion efforts to be community driven and led with or by community members themselves.
- Redesign Hierarchy of Needs model, contemporary and customized to meet the unique needs of specified population groups.
- Explore the establishment of a Coalition of Philosophers to define social wellness and good ethically, and to help assess modern day and culturally sensible hierarchy of needs, changing landscape, their interplay, etc.

*Format Adapted from the *Office of Child Protection's 2024 Prevention Analysis*

APPENDIX C: STAKEHOLDERS ENGAGED

Lived Expertise
- California Youth Connection
- LA County Youth Commission
- LAHSA Homeless Youth Forum of LA
- LAHSA Lived Experience Advisory Board
- Reimagine Child Safety Coalition
- Tenant Advocacy Group
- Unaffiliated stakeholders with lived expertise

Research Partners
- California Policy Lab
- Clutch Consulting

Non-County Government Partners
- City of Artesia
- City of Bell Gardens
- City of Carson
- City of Cudahy
- City of Culver City
- City of Duarte
- City of El Monte
- City of Glendale
- City of Hawthorne
- City of Lakewood
- City of Lancaster
- City of Lawndale
- City of Long Beach
- City of Los Angeles
- City of Maywood
- City of Monrovia
- City of Monterey Park
- City of Redondo Beach
- City of Santa Monica
- City of West Hollywood
- City of Westlake Village
- Gateway COG
- San Gabriel Valley COG
- South Bay COG
- Westside Cities COG

Community Partners
- 211 Los Angeles County
- 3FN
- 3N2U
- 826LA
- Alliance for Children's Rights
- A Place Called Home
- Association of Community
- Human Service Agencies
- Adorable Babies Jump Start Corporation
- Adventist Health White Memorial Family Residency Program
- All Saints Church Foster Care Project
- Antelope Valley Partners for Health
- Apartment Association of Greater LA
- Armenian Relief Society Social Services
- Armenian Relief Society Social Services
- Association Greater Los Angeles
- Biddy Mason Charitable
- Biddy Mason Charitable Foundation
- California Alliance of Caregivers
- California Black Women's Health Project
- California Black Women's Health Project
- California Community Foundation
- California Hospital Medical Center
- Casey Family Programs
- Cause Communications
- Centinela Youth Services
- Child and Family Center
- Children's Bureau
- Children's Institute International
- City of Los Angeles, Community
- Commission on Alcohol and Other Drugs
- Community Corp of Santa Monica
- Creative Minds ADP Inc
- Crystal Clear Learning Center
- Didi Hirsch Mental Health
- Dorothy's Daughter
- El Nido Family Centers
- Esperanza Housing
- Faith Based Coalition
- Families Uniting Families
- First 5 LA
- FosterAll
- Foundation
- Green Thumb AV Youth Program
- Hathaway Sycamores Child and Family Service
- Haynes Family of Programs
- Health
- Health Net
- Help Me Grow LA
- Helpline Youth Counseling
- Hillsides
- Inner City Law Center
- Investment for Families Department
- Kids Clinic
- Kingdom Life Fellowship Church
- LA County Commission for Children and Families
- LA County Domestic Violence Council
- LA LGBT Center
- Los Angeles County Human
- Los Angeles Dependency Lawyers Inc
- Loving Hearts Mother's and Daughters in Unity
- Lynnwood Worship Center/Hawthorne Assemblies of God
- Mandated Supporting Initiative Coalition
- Maternal Mental Health NOW
- Maternal, Child and Adolescent Health –
- Mental Health Center, Inc.
- Nuevo Amanecer Latino Children's Services
- Olive View – UCLA Medical Center
- ONEgeneration Adult Day Care
- Opportunity Youth Collaborative
- Para Los Niños
- Peace Over Violence
- Pennylane
- People Assisting the Homeless
- Relations Commission
- Rehabilitation Program
- Robert F. Kennedy Institute of Community and Family Medicine
- Safe Place for Youth
- SAFETY ALLIANCE GROUP
- San Fernando Valley Community
- SHIELDS For Families
- Solé of the CommUNITY
- Soledad Enrichment Action Inc.
- Southern California Health and
- SPIRITT Family Services
- Stanton Elementary
- Strong Healthy and Resilient
- Styles Behavioral Services
- Sycamores
- TeleCare Corporation
- The Children's Clinic
- The L.A. Trust for Children's
- The Mayors Fund for Long Beach
- The RightWay Foundation
- The Vaughn Foundation
- Tiera's Mission
- Tres Jolie
- UCLA Health
- US Center for SafeSport
- Vaughn Charter School District
- Ventura County Public Health
- Veteran Social Services Inc.
- Voices Of Hope FFA
- Young Leaders Program
- Young Women's Christian

County Departments and Initiatives
- Aging & Disability
- Business and Consumer Affairs
- CEO – Anti-Racism, Diversity, and Inclusion
- CEO - Homeless Initiative and Affordable Housing
- CEO - Policy Implementation and Alignment
- Children and Family Services
- Economic Opportunity
- Health Services
- Los Angeles County Development Authority
- Los Angeles County Office of Education
- Los Angeles Homeless Services Authority (LAHSA)
- Mental Health
- Military & Veterans Affairs
- Office of Child Protection
- Prevention and Promotion Coordination Implementation Team (PPCIT)
- Probation
- Public Defender
- Public Health
- Public Social Services

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April 4, 2025

TO: Supervisor Kathryn Barger, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Janice Hahn

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: PROGRESS UPDATE ON BUILDING LOS ANGELES COUNTY'S PREVENTION INFRASTRUCTURE (ITEM NO. 15, AGENDA OF JULY 25, 2023)

On July 25, 2023, the Board of Supervisors (Board) adopted the Building Los Angeles County's Prevention Infrastructure motion, which directed the establishment of the Prevention and Promotion Systems Governing Committee (PPSGC) to oversee the coordination and collaboration of promotion and prevention (P&P) services Countywide. Among the directives in this motion, the PPSGC was charged with developing six cross-departmental plans (Plans): 1) Programs and Services, 2) Spending, 3) Stakeholder Engagement, 4) Staffing, 5) Operational Management, and 6) Policy Agenda.

Additionally, the motion directed the creation of the Prevention and Promotion Coordination Implementation Team (PPCIT), located within the CEO's Anti-Racism, Diversity, and Inclusion Initiative (CEO-ARDI) to facilitate coordination and collaboration among Countywide P&P entities and support the endeavors of the PPSGC. Additionally, the PPCIT was charged with creating the following work products (Products): 1) Identifying opportunities for resource optimization and pursuing new funding sources, 2) Developing a comprehensive contracting procurement plan, 3) Establishing a centralized contracting mechanism to support a community-based prevention service delivery system, 4) Developing User Journey Maps that depict client-experienced navigation of targeted County systems, and 5) Identifying challenges associated with data sharing, service navigation, and the establishment of a no-wrong-door model for the County.
The motion also directed the PPSGC's initial efforts to concentrate on three focus areas or domains: 1) Child Welfare and Family Well-Being, 2) Homelessness and Housing, and

3) Behavioral Health. Further, the Board charged the PPSGC with using Life Course Theory to select at least one population-level outcome and associated indicators (metrics) within each domain to be promoted or prevented and serve as the focus of its efforts. Indicators selected would also focus on closing racial disproportionalities and disparities and consider overlapping identities with racial and ethnic groups, including but not limited to women and LGBTQ+ communities.

Building a P&P Infrastructure

Since the July 22, 2024 report, the PPSGC and the PPCIT made significant progress toward establishing a P&P implementation infrastructure eco system (Attachment I) for developing and refining the PPSGC Plans and PPCIT Products called for in the motion. An overview of these efforts is contained in the Executive Summary and in the attachments. Below are highlights of these efforts, including references to attachments where further details can be found.
During this reporting period, the PPSGC and PPCIT:

1) **Conducted a landscape analysis of existing efforts** by domain. PPSGC staff, along with the Office of Child Protection (OCP) and the Department of Public Health (DPH), conducted a landscape analysis of existing efforts, and associated gaps and opportunities within each domain. The findings revealed that it is more effective to build, consolidate, and collaborate upon these efforts, rather than establish new bodies to generate the plans and deliverables directed in the motion. See Attachment II-V for details.

    a) **The PPSGC moved into leadership positions in, or established new, domain-specific program-level Coordination Bodies (CBs)** to serve as vehicles for advancing Plan development, and stewarding program-level implementation and coordination.

    b) The PPSGC, in collaboration with CB members, **developed a set of proposed strategies for each domain and population** outlined in the July 22, 2024 report. An overview of these proposed strategies is found in the Executive Summary. More detailed accounts of the strategies and the landscape analyses that led to their development are in Attachments II-V.

    c) **The PPCIT established an interdepartmental systems-level infrastructure** consisting of high-level decision-making representatives from 24 County departments and agencies to coordinate the implementation of PPSGC P&P efforts, and PPCIT-specific Products that support the Board directives. This infrastructure includes functional work groups comprised of departmental Subject Matter Experts (e.g., in data sharing, funding, contracting, etc.), development of a set of programming, funding and contract inventories, and consultant teams to develop user journey maps and an organizational plan to guide interdepartmental implementation of the Board-directed Plans. A comprehensive summary of PPCIT efforts and planned activities can be found in Attachment VI.

Next Steps

Given that the PPSGC's program-level and the PPCIT's system-level infrastructures are largely now in place and proposed strategies are developed, the primary focus of this collaborative effort now shifts to implementation. The PPSGC and PPCIT will continue to work in partnership to leverage and mobilize the infrastructure and readiness established. Specifically:

1) Using a data-informed approach, based on Life Course Theory, **PPSGC and PPCIT will continue to build out the domain-based proposed strategies** and ensure alignment with the Board's directives.

2) **Identify data-verified contributing factors** that support the achievement of identified outcomes.

3) **Apply results to refine strategies as needed** and select specific County and departmental actionable levers and resources to impact the strategies selected.

4) **Establish one or more targeted and nimble demonstration models within each domain** to test assumptions related to the strategies and action steps, validate tools and collaboration models, and identify barriers and opportunities. These models will serve to gather data that will be used to refine preliminary PPSGC Plans and PPCIT Products called for in the motion.

5) **Apply all findings gathered to finalize the Plans and Products** across all domains consistent with the workflow contained in Attachment VII (subject to refinement).

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

JC:TH:vsz

Attachments (7)

c: Executive Office, Board of Supervisors
Chief Executive Office
Chief Information Office
County Counsel
Children and Family Services
Mental Health
Public Health
Office of Child Protection
Center for Strategic Partnerships
Anti-Racism, Diversity, and Inclusion Initiative
First 5 Los Angeles
CEO-Homeless Initiative
Social Services Deputies, Board of Supervisors
Education Deputies, Board of Supervisors
Health Deputies, Board of Supervisors
Homeless Deputies, Board of Supervisors

EXECUTIVE SUMMARY

Since the July 22,2024 report, the Promotion and Prevention Systems Governing Committee (PPSGC) and the Promotion and Prevention Coordination, Implementation Team (PPCIT) made significant progress toward establishing a Promotion and Prevention (P&P) implementation infrastructure for developing and refining the PPSGC-plans (Plans) and PPCIT work products (Products) called for in the motion.

Building the P&P Infrastructure

Program Level

Using the domains established by the Board, building on the populations and metrics adopted by the PPSGC (see Figure 1), and guided by the findings of domain-specific landscape analyses, the PPSGC convened or co-led a series of diverse, inclusive and domain-specific, program-level Coordination Bodies (CBs).

Rather than creating new and potentially uncoordinated bodies, the PPSGC opted to "meet the work where it's at," and align with existing tables to achieve its goals. By the last quarter of calendar year 2024, the PPSGC moved into leadership positions in the Child Welfare and Family Well-Being and Homelessness and Housing domains and co-established a new CB in the Behavioral Health domain. The CBs will serve as vehicles for advancing Plan development, stewarding program-level implementation and coordination.

Figure 1. PPSGC Focal Populations, Outcomes, and Metrics

Domain	Population	Outcomes	Indicators/Metrics
Behavioral Health	Youth and Young Adults, Ages 11-26	Increase social, emotional and mental well-being of youth and young adults between the ages of 11-26 and reduce associated racial disparities. Reduce rates of youth disconnection and increase rates of connection to school and work.	› Suspension rates for youth ages 11-19 › Rates of disconnection among youth and young adults ages 16-26 › Rates of associated racial disparities
Homelessness and Housing	County Systems-Impacted Transitional Aged Youth (TAY), Ages 18-26	Decrease homelessness and increase housing stability for County-systems impacted youth between ages 18-26 and reduce associated racial disparities	› Rates of housing stability for County systems-impacted TAY, ages 18-26 › Rates of associated racial disparities
Homelessness and Housing	Older Adults, Ages 60+	Decrease homelessness and increase housing stability for County older adults ages 60+ and reduce associated racial disparities.	› Rates of housing burden for households led by adults over 60+ › Rates of associated racial disparities

Domain	Population	Outcomes	Indicators/Metrics
Child Welfare and Family Well-Being	Families with Young Children, Ages 0-5	Increase social, emotional and physical well-being of families with children between the ages of 0-5 and reduce associated racial disparities. Reduce the number of children entering into the child-welfare system and increase family stability.	› Percentage of families with living wage incomes (>300% FPL) › Rates of pre-term births › Rates of domestic violence/intimate partner violence › Rates of allegations of maltreatment › Rates of substantiated maltreatment › Rates of associated racial disparities

Comprised of County departments, non-county partners and stakeholders (e.g. foundations, community-based organizations), and people with lived experience, the purposes of the CBs, and respective subgroups, include:

1) Maximizing alignment and coordination of existing and emergent County efforts (e.g., recent related Board motions, referenced in the attachments).
2) Establishing processes for identifying challenges and potential solutions to P&P services and strategies.
3) Serving as the vehicles for the development and refinement of the Plans outlined in this report. Figure 2 provides an overview of the CBs by domain and population.

Figure 2: Overview of Designated Coordination Bodies and Leads

Domain	Population	Designated Coordination Body	Leads	Purpose/Goals
Behavioral Health	Youth and Young Adults, Ages 11-26	TAY Table	CCF-MSI, DYD, OCP, YC	Serve as the County's Coordination Body (CB) for Countywide efforts to prevent youth/young adult disconnection and re-engage young people who may already be experiencing adverse outcomes
Homeless-ness and Housing	County Systems-Impacted Transitional Aged Youth, Ages 18-26	One Roof 2.0	DCFS, CEO-HI, CEO-OSP (Watson Consulting)	Serve as the County's CB for Countywide efforts to prevent/address homelessness among DCFS- and Probation-impacted youth. One Roof 2.0 reimagines two existing housing focused bodies: the TAY Housing Action Team and One Roof.

Domain	Population	Designated Coordination Body	Leads	Purpose/Goals
Homeless-ness and Housing	Older Adults, Ages 60+	Regional Coordinating Council on Aging and Disability	A&D, Partners in Care Foundation	Develop initial strategies and strategies for a projected plan in this domain. Underway: establishing a PPSGC co-led Prevention Subcommittee.
Child Welfare and Family Well-Being	Families with Young Children, Ages 0-5	Community Pathway 2.0	CCF-MSI, DCFS, OCP	Serve as the County's CB for diverse, but aligned efforts to promote child, youth, and family well-being and prevent contact with crisis systems, including maternal health and well-being.

Further details regarding the PPSGC's CB program-level infrastructure and the proposed strategies are provided in Attachments II-V.

Systems Level

During the period encompassed by this and the preceding report, the PPCIT was established in accordance with the Board's directives to:

1) Provide support, information, and resources for the development of the PPSGC Plans.
2) Ensure the coordination of interdepartmental implementation efforts related to the Plans.
3) Develop systems-level, Countywide Products (e.g., the creation of a data sharing plan) to support the establishment of the County's P&P infrastructure.

Composed of decision-making representatives from 24 County departments and agencies, the PPCIT supports, informs, and resources the PPSGC's deliberations and Plan development. This work includes:

1) Five motion-aligned workgroups (User Journey Mapping, Data Sharing, Funding, Contracting, and Legal, Policy, and Regulatory Analysis) consisting of PPCIT-assigned Subject Matter Experts within their respective fields.

2) Information contained in the P&P Program, Funding and Contracting inventories.

3) Consultant services secured to support the development of the PPSGC plans through:
   a) User journey mapping.
   b) Funding/resource mapping.
   c) Development of a countywide organizational plan to guide interdepartmental and department-specific implementation.

Additionally, the PPCIT and PPSGC partnership will leverage and mobilize the infrastructure and readiness to develop the Plans and Products. Further details regarding the PPCIT systems-level infrastructure and other efforts undertaken to support the PPSGC are in Attachment VI.

Overview of Proposed Strategies

Detailed in Attachments II - V, the proposed strategies developed by the PPSGC-led process resulted in the following:

1) Behavioral Health Domain: Addressing Disconnection Among Youth and Young Adults, Ages 11-26
   Align and leverage existing Countywide efforts, infrastructure, and relationships. Develop and bolster the availability of and access to services, resources, and opportunities. Increase departmental staff knowledge and understanding of positive youth development, the emerging adulthood life stage, and effective practices for promoting thriving and well-being among this population. Measure the impact of Countywide efforts to inform pivots from those not yielding desired results and the scaling up of effective approaches.

2) Homelessness and Housing Domain: Promoting Housing Stability Among Systems-Impacted TAY, Ages 18-26
   Align and leverage existing Countywide efforts and infrastructure to maximize resources and impact. Expand the safety net for systems-impacted youth and young adults. Ameliorate housing and supportive services cliffs by strengthening the continuum of care and transition planning. Strengthen targeted policy advocacy. Measure the impact of Countywide efforts to inform pivots from those not yielding desired results and the scaling up of effective approaches.

3) Child Welfare and Family Well-Being: Families with Children, Ages 0-5
   Align and leverage existing Countywide initiatives and infrastructure to maximize resources. Prevent family involvement with crisis systems. Increase access to economic and concrete supports. Improve mandated reporter decision making. Strengthen policy advocacy.

4) Homelessness and Housing Domain: Older Adults, 60+
   Under development. The PPSGC is establishing a co-led Prevention Subcommittee to develop the strategies needed for this population.

Transition to Implementation

Given that the PPSGC program-level and the PPCIT system-level infrastructures are largely in place, and proposed strategies developed, the primary focus of this collaborative effort now shifts to implementation.

Plan Refinement
Working collaboratively, PPSGC-designated CBs and PPCIT workgroups will refine the proposed strategies contained in this document, and that will lead to the development of the Board-directed Plans. Departmental implementation leads will be selected.

The PPSGC and PPCIT will minimize duplicative efforts, streamline structures and adopt a Life Course Theory approach to ensure the proposed Plans address Board-directed and PPSGC-selected populations, and are supported by data, best practices and lived experience.

The Plans developed via this process will be presented to the PPSGC for review, approval, and submission to the Board. Board-approved Plans are returned to the PPSGC-designated department leads for implementation. PPSGC-designated CBs, departmental leads, and the PPCIT will co-design implementation pilots for each of the approved Plans. Approved pilots will be implemented by the respective departmental leads and stakeholders.

The PPCIT will identify implementation needs and engage departments to activate implementation and provide countywide interdepartmental coordination to support Plan and pilot implementation. The PPSGC will continue to evaluate and report to Board on progress, and refine Plans as needed

Final Plans are projected to be submitted to the Board in 2025 for consideration.

Implementation Pilots

Pursuant to the process above, the PPSGC-designated CBs, departmental leads, and the PPCIT will co-design targeted and nimble demonstration models within each domain to test assumptions and tools related to the strategies, test collaboration models, and identify barriers and opportunities for implementation. The data obtained will be used to refine the PPSGC Plans and PPCIT Products and make improvements to implementation in near real-time basis.

PPSGC and PPCIT Eco system

Successful implementation of the Plans and Pilots will rely heavily on coordinating and aligning the PPSGC's and PPCIT's infrastructure and resources in the County's eco system.

Attachment I shows how the PPSGC and PPCIT infrastructure is grounded in the Board domains, and how it evolved to its present state through a combination of analyses, community engagement, and building capacity for implementation.

Guided by these efforts, the PPSGC's selected four focal populations and associated outcomes and metrics. Subsequent domain-based analysis highlighted the need to establish or reimagine existing bodies of County and non-County partners that were aligned with these populations. The bodies were formed to facilitate coordination, and minimize duplication, of efforts at a domain level. This work resulted in the proposed strategies contained in this report, and their subsequent refinement into the final proposed Plans will occur at this level of the infrastructure.

Simultaneously, at the countywide level of the infrastructure, the PPCIT was stood up. Capacity to support interdepartmental plan development and implementation was established through the creation of five workgroups, a centralized P&P Inventory of programs, funding and service contract information, and securing consultant services. The respective products and outputs of

workgroups and consultants, such as User Journey Mapping and funding analysis, will be critical elements that will shape the Plans developed.

As this initiative transitions from planning to operationalizing, effectively combining and aligning the infrastructure and resources in this P&P eco system will determine the limit or success of its level of impact on the intended populations and communities.

Interim Community Advisory Body
In January 2024, the PPSGC established the Interim Community Advisory Body (I-CAB), an ad hoc committee comprised of residents with a diverse array of lived experiences. The I-CAB was charged with informing the development of the PPSGC's stakeholder engagement plan, recommendations for a permanent community advisory group, and informing the PPSGC's work more broadly during its establishment period. These deliverables have been completed and the I-CAB sunset in December 2025. I-CAB members will continue to play an active role in the PPSGC's ongoing work by participating in PPSGC-convened subcommittees and workgroup

Summary

The PPSGC and PPCIT infrastructure and eco system consisting of CBs, workgroups, and consultant resources, has matured to the point that its focus can now shift to implementation.

The PPSGC and PPCIT will continue to work in partnership to leverage and mobilize the infrastructure and readiness established. Specifically, this P&P collaborative will focus on the following activities with the goal of developing the Plans by the end of this calendar year:

1) Prepare for a TAY Table Kick-Off Convening on April 30th.
2) Confirm with the PPSGC, the services, subpopulations, and client personas that will be the focus of the domain-specific Plans to be developed.
3) Mobilize the P&P infrastructure to prepare for User Journey Mapping (UJM), (e.g., identify clients, staff and community service partners to participate in focus groups, interviews, etc.)
4) Launch the UJM process, to capture the sentiment of clients with lived experience when navigating County services, identify pain points, opportunities, and data challenges, etc., that will inform Plan development.
5) Conduct P&P funding analysis and recommendations based on the UJM findings by domain and populations.
6) PPSGC-designated CBs and the PPCIT workgroups and consultants will analyze the findings from these processes and refine the proposed strategies outlined in this report and develop the proposed Plans.
7) Continue working on the following PPSGC-related Board reports:
    a) Enhancing Linkages for DCFS Impacted Families Motion
    b) Enhancing the Continuum of Care for Former Foster Youth and Those Exiting DCFS Care
8) Complete the selection and hiring process for the PPSGC Executive Director.

Attachment I

PPSGC and PPCIT Infrastructure and Eco System

FORMING

Board Motion Establishes PPSGC, PPCIT & Three Domains

Behavioral Health (BH)
Child Welfare & Family Well-Being (CWFW)
Homelessness & Housing (HH)

Landscape Analysis/Community Engagement

Listening Sessions
Thematic Analysis of County Initiatives
Surveys
ICAB

Domain Populations Selected

1. Youth/Young Adults, Ages 11-26 (BH)
2. Systems-Impacted Transitional Aged Youth (TAY), Ages 18-26 (HH-TAY)
3. Older Adults, Ages 60+ (HH-OA)
4. Families with Young Children, Ages 0-5 (CWFW)

Outcomes Approved (PPSGC)

1. **BH:** Increase social, emotional and mental well-being of youth and young adults between the ages of 11-26 and reduce associated racial disparities. (Reduce rates of youth disconnection and increase rates of connection to school and work)
2. **HH -TAY:** (Decrease homelessness and) increase housing stability for County-systems impacted youth between ages 18-26 and reduce associated racial disparities.
3. **HH-OA:** (Decrease homelessness and) increase housing stability for County older adults ages 60+ and reduce associated racial disparities.
4. **CWFW:** Increase social, emotional and physical well-being of families with children between the ages of 0-5 and reduce associated racial disparities. Reduce the number of children entering into the child-welfare system and increase family stability.

STORMING / NORMING

Designated Coordination Bodies (CBs) & Leads

1. **TAY Table (BH)** – CCF-MSI, DYD, OCP, YC
2. **One Roof 2.0 (HH-TAY)** – DCFS, CEO-HI, CEO-OSP (Watson Consulting)
3. **Regional Coordination Council on Aging & Disabilities (RCCAD) (HH-OA)** – A&D, Partners in Care Foundation
4. **Community Pathways 2.0** – CCF-MSI, DCFS, OCP

Proposed Strategies (Sample)

1. **BH:** Implement standardized cross-departmental screening to identify youth/young adults who are at risk and those already experiencing adverse outcomes.
2. **HH-TAY:** Provide life skills development and other wraparound supports at departmental and community touchpoints, through age 26
3. **HH-OA:** To be developed with RCCAD
4. **CWFW:** Maximize utilization of CalWORKs Home Visiting Program, and explore implementation of strategic funding models

PPCIT Workgroups & Leads

1. **User Journey Mapping** - CEO-HI & DCFS
2. **Funding Stream Analysis** - CEO
3. **Contracting Plan** – ISD & DPSS
4. **Data Plan** – CIO & ISD
5. **Legal Policy & Regulatory Analysis** – CEO-LAIR

+
P&P Program, Funding Contact Data Inventories
+
Consultant Services

CONSULTANT SUPPORT

Outputs

1. **User Journey Mapping, Ernst & Young (EY)**
   - Analysis of client lived experiences when navigating County's P&P services. Inform County's "No-Wrong-Door" model.
2. **Funding Analysis, Redstone**
   - Conduct analyses of P&P Program, Funding and Contract data Inventories & develop recommendations to blend and braid funding, and maximize resources.
3. **Operational Mgmt. Framework, Delivery Associates**
   - Support development and guide implementation of plans.
4. **Additional resources,** Underway

PERFORMING/NEXT STEPS

Develop PPSGC Plans CBs + PPCIT

1. Program and Services Plan
2. Staffing Plan
3. Spending Plan
4. Operation Management Plan
5. Policy Agenda
6. Stakeholder Engagement Plan

PPCIT Products Inform Plans

1. User Journey Mapping
2. Funding Stream Analyses
3. Contracting Plan
4. Data Plan
5. Annual Legal, Policy, Regulatory Analysis

Implementation Pilots

CBs & PPCIT co-design targeted & nimble pilots: test strategies, validate tools, identify barriers and opportunities, gather data to refine Plans being implemented.

PPCIT Roles

1. Develop PPCIT Products
2. Co-design Plans, Pilots for PPSGC and Board approval
3. Coordinate countywide implementation

Attachment II

BEHAVIORAL HEALTH DOMAIN
Addressing Disconnection Among Youth and Young Adults

Program-Level Infrastructure

The PPSGC's focal population-level outcomes in the Behavioral Health Domain are decreasing suspension rates among 11-19-year-olds and reducing rates of youth disconnection. Youth disconnection, defined as youth between the ages of 16 - 26 who are not in school/training or working/seeking employment, is associated with a host of negative outcomes across the Life Course. These youth are more likely to:

- Be a part of a generational poverty cycle;
- Be unemployed/underemployed;
- Have justice system involvement;
- Have behavioral health issues; and
- Experience poor health and early mortality.

Individual-level factors contributing to youth disconnection are shaped by societal factors and include child welfare and juvenile justice system involvement, unresolved trauma, homelessness and fractured sense of connection and belongingness. Societal and systems-levels contributing factors include structural racism, disconnection from opportunity broadly, inadequate support within the education system - particularly at vulnerable transition points between middle school and high school and after graduation - and inadequate career pathways to living wage employment.

On June 25, 2024, the Board adopted the *Ensuring Generational and Life-Long Success for Transition Age Youth* motion, which directed the PPSGC, County System of Care, and DCFS to outline a comprehensive approach for the coordination of resources, opportunities, and care for transitional age youth (TAY) that will prevent negative outcomes and promote their success and ability to thrive in life. The overarching aims of the motion align with those of the PPSGC, both of which directed activities during this period of review.

Current Landscape Analysis

The PPSGC, in collaboration with the Office of Child Protection (OCP), conducted a current landscape analysis to inform efforts to address youth disconnection. The analysis focused on County and County-adjacent initiatives, and included review of relevant reports, research, Board motions, and data, as well as a series of key informant interviews with County and non-County subject matter experts.

Please see Attachment V for details about the TAY analysis, findings, and associated activities.

Proposed Strategies to Inform Board-Directed Plan (Plan)

1) Development and implementation of protocol and processes for Countywide standardized screening for youth/young adult disconnection from education and employment and

strengthen pathways to linkages to services, resources and opportunities to prevent disconnection for those at risk and support re-engagement of those who are already experiencing adverse outcomes. This includes development of a proposed web-based TAY hub.

2) Development, launching, and evaluation of a high-quality, career pathway-focused workforce initiative targeting young adults between the ages of 18-26. The initiative would be inclusive of associated wraparound supports.
3) Institutionalizing and supporting the emerging TAY Table as the County's Coordination Body (CB) and vehicle for cross-departmental capacity building regarding the emerging adulthood life phase and positive youth development, systems alignment, planning, collective impact, and stewardship of efforts to address youth/young adult disconnection. See Attachment V for details.

Table 1. Proposed Strategies, Behavioral Health Domain: Addressing Disconnection Among Youth and Young Adults

Outcome Goal	Indicators/Metrics	Proposed Countywide Strategies	Proposed PPSGC and PPCIT Strategies
Increase social, emotional, and mental well-being for youth and young adults between the ages of 11-26 and reduce associated racial disparities. Reduce rates of youth disconnection and increase rates of connection to school and work.	1. Reduce Suspension Rates for youth between the ages of 11-19 2. Reduce Rates of Disconnection among youth and young adults between the ages of 16-26 3. Reduce rates of associated racial disparities	*Strategies center around 1) education, 2) workforce, and 3) the wraparound supports that promote thriving in these areas* 1. **Align and leverage** existing Countywide efforts, infrastructure, and relationships 2. **Develop and bolster** the availability of and access to services, resources, and opportunities 3. **Increase** departmental staff knowledge and understanding of positive youth development, the emerging adulthood life stage, and effective practices for promoting thriving and well-being among this population 4. **Measure** the impact of Countywide efforts to inform pivots from those not yielding desired results and the scaling up of effective approaches	1. Institutionalize and support the emerging TAY Table as the County's CB and vehicle for cross-departmental planning, alignment, investments, capacity building, innovation, and stewardship of efforts to prevent disconnection among youth/young adults 2. Implement standardized cross-departmental screening to identify youth/young adults who are at risk and those already experiencing adverse outcomes 3. Develop pathways to educational opportunities, workforce opportunities, and/or wraparound services, resources, and opportunities for those who screen positive a) Establish region-based alliances with educational institutions, workforce partners, and youth/young adult- centering community-based organizations b) Network and align (with an anti-disconnection agenda) existing school-based departmental partnerships c) Network and align (with an anti-disconnection agenda) existing youth/young adult drop-in/access centers d) Maximize Medi-Cal and CalAIM utilization for this population e) Develop a centralized Countywide TAY website/app to improve access to information about services, resources, and opportunities. This includes dedicated departmental resources to ensure that information remains accurate 4. Resolve pressing data sharing issues to improve data collection and care coordination via a cross-sector integrated TAY-focused data committee 5. Launch a cross-departmental TAY-focused learning collaborative to develop internal capacity 6. Launch a high-quality career pathway-focused workforce initiative targeting young adults between the ages of 18-26 a) This includes case management/navigation support, near peer mentorship, and other critical wraparound resources 7. Scale up effective approaches 8. Select aligned department-level metrics to measure the impacts of respective efforts using an accountability framework

Attachment III

HOMELESSNESS AND HOUSING DOMAIN
Current Landscape Analysis, Transition Age Youth and Older Adults

Program-Level Infrastructure

HOUSING STABILITY FOR SYSTEMS-IMPACTED TRANSITIONAL AGE YOUTH (TAY)

A PPSGC area of focus in the Homelessness and Housing Domain is promoting housing stability among systems-impacted TAY. An analysis was conducted to better understand the landscape of efforts to promote housing stability and prevent homelessness for the identified focal populations. The analysis consisted of a review of relevant reports and literature, Board motions, State and federal law and policy briefs, programs, and services. Key informant interviews were also conducted with County and other subject matter experts.

Current Landscape Analysis

There is widespread focus on and investments in preventing homelessness among this population, and a host of efforts involving County, municipal, community-based, and philanthropic stakeholders are underway. These efforts include, but are not limited to initiatives that:

- Strive to increase the number of available federal Foster Youth Initiative (FYI) Program subsidized housing vouchers and optimize their utilization,
- Enhance the existing Department of Children and Family Services and Chief Executive Office (CEO) - Homeless Initiative (HI) -led master-leasing program,
- Provide housing to TAY enrolled in community colleges and universities as part of Senate Bill 307,
- Provide guaranteed income through Poverty Alleviation Initiative and Department of Public Social Services-led initiatives,
- Provide an array of educational, vocational, and other well-being wraparound supports.

Despite these investments in resources, significant homelessness among systems-impacted TAY persists, with homelessness among justice-impacted young people being most prevalent. Los Angeles County is involved in current litigation, which alleges that the County has failed to provide TAY in foster care with a minimally adequate array of safe and stable housing placements and critical supportive services.

The analysis confirmed commonly understood contributing factors to homelessness, such as an inadequate supply of available affordable housing, challenges with young adults accessing housing resources that are available, and youth disconnection.

There is a need for strengthened cross-departmental and cross-systems coordination. The analysis also indicated that current efforts at the County-level could be better balanced between targeted focus on bolstering services and support to prevent homelessness before youth exit systems and investment into aiding young adults after they have exited, when they are truly “formerly systems-impacted”. Similarly, the analysis also identified an overabundance of stakeholders focused on a few specific challenges, such as increasing housing voucher

capacity, while not enough are focused on other areas in need of improvement, such as strengthening life skills development and increasing trauma-informed career pathways. This underscores the importance of improved strategic and functional alignment among County and other community partners in this area to avoid unnecessary duplication of efforts, facilitate leveraging resources, and fully realizing the collective impact that can be possible with a broad array of influential stakeholders engaging strategically in mutually reinforcing efforts.

Finally, there is a critical need for narrative change and shifting of the deeply flawed and harmful premise upon which the overarching systems' current approach to preventing homelessness among systems-impacted youth is built. The expectation that these young people should somehow be self-sufficient when they exit our systems between the ages of 18-21 is incongruent with societal trends, which now see adults residing with and receiving significant support from their parents well into their 30s. According to 2022 US Census data, approximately one-in-three adults between the ages of 18-34 reside in their parent's home. More importantly, this premise that these young people should be "self-sufficient" is also inconsistent with what we know about human development.

Emerging adulthood is an identified life stage which spans approximate ages of 18-29. Emerging adulthood can be characterized as a period of exploration, ambiguity about adulthood, and most significantly, instability. Under ideal circumstances, emerging adults rely on family to support and help them navigate this vulnerable developmental phase. The absence of this support for many former systems-involved young adults, who must also contend with the impacts of trauma, is a contributing factor to homelessness and the other poor life outcomes they too often experience. We have a responsibility to stand in the gap.

Preventing homelessness among former systems-impacted youth requires upstream strategies that reduce entries into foster care and the justice system; midstream strategies that reduce the time spent in systems, including enhancing targeted efforts to facilitate permanency for transitional age youth; and strategies that are more proximate to the issue, such as strengthening transition planning and support for youth who will age out of the child welfare and juvenile justice systems between the ages of 18-21, and building infrastructure to support systems-impacted young adults, over age 21, after they have exited.

One Roof 2.0 and Associated Activities to Promote Housing Stability

During the last quarter of 2024, the PPSGC began co-leading One Roof 2.0 in collaboration with the CEO Homeless Initiative (HI), DCFS, and the Center for Strategic Partnerships/Watson Consulting Group. One Roof 2.0 is the merging and reimagining of two existing collaborative bodies focused on addressing homelessness among systems-impacted TAY; One Roof, which brought together County and non-County government partners and the TAY Housing Action Team, a public-private collaborative initiative that brought together non-profits, philanthropy, and stakeholders with lived experience.

One Roof 2.0 will be leveraged to develop initial elements of Board-directed Plans (Plan) and serve as the County's Coordination Body (CB) for cross sector alignment, coordination, planning, innovation, implementation, and continuous quality improvement of efforts to promote housing stability for systems impacted youth and young adults. Given the relationship between

homelessness and youth disconnection and overlap of remedying strategies, One Roof 2.0 should be considered a component of the TAY Table (see below).

On January 7, 2025, the Board passed the Enhancing the Continuum of Care for Former Foster Youth and Those Exiting DCFS Care motion, which directed the PPSGC to engage a broad array of stakeholders to:

- Conduct a feasibility assessment of prioritizing former foster youth in the Los Angeles Homeless Services Authority's (LAHSA) Coordinated Entry System (CES) and for associated supportive services;
- Develop strategies and recommendations for strengthening transition/discharge planning across County systems and services;
- Develop strategies and recommendations to build the County's infrastructure to support former foster youth; and,
- Provide biannual report backs on the progress of these efforts.

Directives included in the motion align with Plan development efforts that had already been underway as part of the development of One Roof 2.0. The CB will employ a standing committee and time-limited workgroup structure to achieve its aims, as described below. PPCIT-established workgroups will support One Roof 2.0 committees and workgroups wherever possible to develop the PPSGC Plans and PPCIT work products.

- Prevention Committee/Enhanced Transition Planning Workgroup – This area of focus involves strengthening efforts to prevent TAY from falling into homelessness by improving transition planning processes and bolstering the supportive infrastructure available to systems-impacted young people. Key deliverables include:
  - Strategies and recommendations for enhanced transition planning from County systems and services,
  - A trauma-informed enhanced transitions demonstration project. The project would involve a multi-agency multidisciplinary team approach, inclusive of near peer leadership, that would begin providing enhanced transition support prior to the young person exiting DCFS and Probation supervision; and,
  - A feasibility assessment and associated recommendations for prioritizing former foster youth in the LAHSA CES and County-funded supportive services.

- Housing and Supportive Services Committee:

  Continuum of Care Workgroup – This workgroup would assess the continuum of housing resources and supportive services for youth and young adults and develop associated strategies and recommendations. The core deliverable is a comprehensive continuum of care assessment, inclusive of analysis of utilization rates, capacity, gaps/barriers, and alignment of resources.

  Foster Youth Independence (FYI)/ Family Unification Program (FUP) Vouchers Workgroup – This previously existing committee focuses on developing cross-sector strategies for improved voucher utilization through increased voucher "draw-down" from Public Housing Authorities throughout the County and decreased time it takes young people to "lease-up" once they have a voucher.

- Integrated TAY-Focused Data Committee – see attachment V detail
- Policy Committee – This committee will identify key local, state, and federal policy priorities to facilitate housing stability among this population. These priorities will inform the PPSGC's Board-directed policy agenda.

Proposed Strategies for Board-Directed Plan (Plan)

Homelessness and Housing Domain: Promoting Housing Stability Among Systems-Impacted TAY

An analysis was conducted to better understand the landscape of efforts to promote housing stability and prevent homelessness for the identified focal populations. The analysis consisted of a review of relevant reports and literature, Board motions, State and federal law and policy briefs, programs, and services. Key informant interviews were also conducted with County and other subject matter experts. Initial elements for a TAY-Homelessness and Housing Domain plan are outlined in Table 2 below.

Table 2. Proposed Strategies, Homelessness and Housing Domain: Promoting Housing Stability Among Systems-Impacted TAY

Outcome Goal	Indicators/Metrics	Proposed Countywide Strategies	Proposed PPSGC and PPCIT Strategies
Decrease homelessness and increase housing stability for County-systems impacted youth between ages 18-26.	1. Increase rates of housing stability for County systems-impacted TAY, ages 18-26 2. Reduce rates of associated racial disparities	1. **Align and leverage** existing Countywide efforts and infrastructure to maximize resources and impact 2. **Expand** the safety net for systems-impacted youth and young adults 3. **Ameliorate** housing and supportive services cliffs by strengthening the continuum of care and transition planning 4. **Strengthen** targeted policy advocacy 5. **Measure** the impact of Countywide efforts to inform pivots from those not yielding desired results and the scaling up of effective approaches	1. Institutionalize and support One Roof 2.0 as the County's CB for cross-departmental planning systems-alignment, investments, innovation, and stewardship of efforts to promote housing stability among systems-impacted youth/young adults 2. Assess the feasibility of prioritizing current and former systems-impacted youth within the Los Angeles Homeless Services Authority's (LAHSA) Coordinated Entry System 3. Operationalize prioritizing current/former systems-impacted youth/young adults for critical services and supports a) Housing supply and supports b) Mental health/healing centered services c) Substance use disorder treatment d) Basic/concrete needs support e) Education support f) Employment support g) Legal services 4. Expand carve-outs for systems-impacted youth and adults 5. Provide life skills development and other wraparound supports at departmental and community touchpoints 6. Implement enhanced transitioning processes from Countywide systems and services, including from youth to adult systems of care 7. Implement a trauma-informed, enhanced transition planning demonstration project that supports youth/young adults *Public-private multidisciplinary teaming model, including near peer leadership* 8. Leverage existing data sharing systems and mechanisms, such as the Homeless Management Information System (HMIS) or the Countywide Homeless Information System (CHIP) to resolve data sharing issues among departments and service providers 9. Scale up effective approaches

Domain Coordination Body: One Roof 2.0

Purpose and Goals

One Roof 2.0 will serve as the County's CB for Countywide efforts to prevent and address homelessness among DCFS and Probation-impacted youth. One Roof 2.0 is a reimagining of two existing housing focused bodies, the TAY Housing Action Team (HAT) and One Roof (original).

Ideally, One Roof 2.0 will be a vehicle for ongoing cross-sector planning, alignment, and collective action for this population. Given the co-occurrence of youth and young adult disconnection and homelessness, One Roof 2.0 should be considered a component of the TAY Table.

One Roof 2.0 is comprised of County department representatives, non-County government partners, service providers, philanthropy, and young people with lived experience.

One Roof 2.0 Core Components

- **Steering Committee –** Provide guidance, oversight, and strategic direction of One Roof 2.0.
- **Cross-Sector Coordination Meetings** – Quarterly meetings for facilitation of cross-sector coordination and information sharing, ongoing alignment, problem solving, and identification of opportunities for action.
- **Ad Hoc Project-Based Subcommittees** – Project-based subcommittees will be comprised of County and non-County partners and be responsible for carrying out the above-described and other tactics. Inaugural subcommittees include:
    - *Continuum of Care Subcommittee*
    - *Policy and Advocacy Subcommittee*
    - *Integrated TAY-Focused Data Subcommittee (joint TAY Table and One Roof 2.0 subcommittee)*
    - *Communications Subcommittee*
- **Aligned Departmental Metrics** – Departments will identify metrics that measure progress of their respective efforts to turn the curve on systems-impacted youth homelessness.

HOUSING STABILITY FOR OLDER ADULTS

The PPSGC's additional priority in the Homelessness and Housing Domain is preventing housing burden among older adults, who are over age 60. A current landscape analysis was also conducted in this area of focus to better understand the landscape of efforts to promote housing stability and prevent homelessness for the identified focal populations. Analysis consisted of a review of relevant reports and literature, Board motions, State and federal law and policy briefs, programs, and services. Key informant interviews were also conducted with County and other subject matter experts.

The PPSGC and CEO-HI collaborated on the current landscape analysis of efforts to promote housing stability and prevent homelessness among older adults during this period of review.

Current Landscape Analysis

Homelessness among older adults is increasing, and the analysis revealed that many factors contributing to housing instability among this population is closely linked to their life phase. Findings include the following:

- An inadequate supply of affordable housing, in addition to economic hardship stemming from reliance on a fixed income, which often falls short of a livable income, lack of a fiscal safety net, and an inability to earn additional income. As a result, any type of emergency, such as a car repair, new medication not covered by insurance, or death of a spouse can push them into homelessness.
- Older adults also experience age-related limitations involving activities of daily life, mobility, transportation, and utilizing technology that can also lead to housing instability. Age discrimination related to income status and concerns regarding costs that may be associated with compliance with the Americans with Disabilities Act are also contributing factors.
- One of the most significant contributing factors to housing instability and homelessness is the fact that older adults are often “unseen” and become “invisible” to mainstream systems. As with emerging adults, older adults are aggregated with the general “adult” population and their unique needs are not distinguished, nor adequately addressed.
- Bright spots in current efforts to address housing instability among older adults involves efforts to strengthen strategic collaboration among County departments that serve this population and newer initiatives that provide short term preventive supports to stabilize housing.
- The California Master Plan on Aging and passage of Measure A also present opportunities to move upstream to enhance services and supports that are promotive of housing stability and well-being for older adults.

The PPSGC and CEO HI are partnering closely with the Aging and Disabilities Department to leverage the recently created Regional Coordinating Council on Aging and Disability (Council). PPCIT-established workgroups will coordinate implementation of the resulting strategies and plans. Additional strategies for exploration include the development of enhanced cross-departmental risk assessment tools, and resource mapping, as well as improving data sharing to facilitate identification of at-risk seniors and enhance care coordination.

Attachment IV

CHILD WELFARE AND FAMILY WELL-BEING DOMAIN
Families with Young Children, Ages 0-5

Program-Level Infrastructure

Families with young children often face issues that bring them into contact with the County's crisis systems. As of February 2025, adult women represented 19% of the total number of eligible persons on CalWORKs, and children age 5 and younger representing approximately 23% of those eligible. Given these numbers and importance of the first five years of life in establishing a healthy foundation for lifelong development, this population warrants increased focus for developing strategies that promote well-being and mitigate adverse outcomes such as interactions with crisis systems. In view of this, the PPSGC opted to select an array of population-level indicators that involve promoting maternal and child health and economic stability for families with children under age five, and preventing intimate partner violence (IPV) and child welfare system involvement. Although these factors represent a more comprehensive range of experiences, it should be noted that the high number of indicators complicates the work in this domain.

To understand the current landscape relative to the selected indicators/metrics, PPSGC staff, with support from Department of Public Health (DPH) representatives, reviewed relevant literature, research, County-issued reports, state and federal law and policy briefs, Board motions, and other analyses. They also conducted a series of key informant interviews with County and non-County stakeholders with expertise in the selected indicators. PPSGC, DPH, and PPCIT representatives also participated in a day-long child welfare and family well-being ideation workshop convened by stakeholders leading work in the child welfare and family well-being space.

Current Landscape Analysis

There is a strong desire and significant momentum among both County and non-County stakeholders to establish a true child welfare and family well-being system in Los Angeles County, with particular focus on reaching children as early as possible to improve outcomes across their life course. State and federal level funding opportunities, such as Medi-Cal transformation (for example, CalAIM) and the Family First Prevention Services Program (CA's version of the federal Family First Prevention Services Act) can facilitate this aim if properly maximized.

A host of promising initiatives are currently underway in partnership to address maternal and child health, IPV, child welfare system involvement, and economic stability for families. For example:

- The African American Infant and Maternal Mortality (AAIMM) Prevention Initiative, which employs a targeted universalism approach to facilitating maternal and child health and well-being, works to address the disproportionately high rates of mortality among Black

mothers and infants. (Primary Indicators/Metrics: Rates of pre-term births and racial disparities)

- One-time State Family First Prevention Services Program Block Grant funding was allocated to fund the development and testing of a wide range of initiatives to prevent child abuse and neglect and child welfare system involvement. These efforts are described in the 2024 Building Los Angeles County's Family First Prevention Services (FFPS) Community Pathway report from the Children's Data Network. (Primary Indicators/Metrics: Rates of allegations of maltreatment and substantiated maltreatment)
- The Office of Violence Prevention (OVP) within the Department of Public Health, in collaboration with the Domestic Violence Council and Office of Women's Health, has been leading County efforts to move upstream in a coordinated fashion to prevent domestic violence. The Gender-Based Violence Deputies' Cluster was also established. (Primary Indicator/Metric: Rates of domestic violence/intimate partner violence)
- The Poverty Alleviation Initiative (PAI), in collaboration with departmental, philanthropic and municipal partners, is working to address poverty and economic insecurity by reforming systems for Los Angeles County residents. PAI leads the County's largest guaranteed income program and has established several other programs throughout the County. (Primary Indicators/Metrics: Percentage of families with living wage incomes and rates of racial disparities)

Acknowledging the tremendous work underway, opportunities for improvement were identified related to cross cutting needs that span all indicators/metrics, including improving strategic and functional alignment across child welfare and family well-being-focused initiatives, increased access to family-defined supportive resources, and poverty alleviation.

Mandated Supporting Initiative

The Mandated Supporting Initiative (MSI), the County's large-scale effort to reform mandated reporting of suspected child abuse and neglect, is led by the PPSGC's previous Interim Executive Director. Mandated reporting is the gateway into the child welfare system; a driver of racial disproportionality in said system; and a deeply harmful policy response to our societal responsibility to ensure that children are safe.

Mandated reporting reform addresses the Child Welfare and Family Well-Being indicators/metric related to: (1) rates of allegations of maltreatment, (2) substantiated maltreatment, and (3) associated racial disparities. Research has shown that mandated reporters' reporting decisions are often driven by factors that may be altogether distinct from concerns about child abuse and neglect, such as bias based on race and class; fear of personal and organizational liability; and confusion about what to report and/or how to best help families in need. The MSI seeks to mitigate the harms of this policy by improving mandated reporter training and decision making and facilitating capacity to link families who are in need, but do not require an intervention by child protective services, to supportive resources upstream to promote well-being and prevent future child abuse and neglect.

During this period of review significant advances in the reform effort took place. In January 2025 the process to develop the comprehensive LA County Mandated Reporter Training initiated and development of the LA County Mandated Reporter Decision-Support Tool/Decision Tree is entering the pre-implementation testing phase. Finally, in February 2025, County-sponsored

legislation for a two-year pilot of the MSI Model was submitted for introduction in California's 2025-2026 Legislative Session. This legislation would allow organizations to opt into pilot participation, which involves organizations' implementation of the training and use of the decision support tool/decision tree; making linkages to preventive resources when a child protective services response is not indicated; and participating in an evaluation of the model's effectiveness.

A child's exposure to domestic violence (DV) is a driver into the child welfare system and the second highest allegation reported to the Los Angeles County Child Protection Hotline by mandated reporters. The MSI/PPSGC is collaborating with DCFS, the Office of Violence Prevention, Domestic Violence Council, and other stakeholders to plan a convening focused on unpacking the intersection of DV and the front end of the child welfare system and generating strategies and recommendations for upstream prevention of family violence and systems-involvement. These strategies and recommendations will also inform the PPSGC's initial strategies and recommendations of a projected Board-directed plan in this domain. The convening will take place in Spring 2025.

Community Pathway 2.0 and Additional Activities

The Community Pathway is a component of Los Angeles County's Comprehensive Prevention Plan, which was required for Los Angeles County to opt into implementation of the Family First Prevention Services Program. The Community Pathway as a collaborative body initiated in 2019, and is best described as an umbrella initiative that brings together various child, youth, and family-serving County departments, community partners, and stakeholders with lived experience with the goal of facilitating families' access to high quality, culturally relevant, community-based resources to promote well-being and prevent child maltreatment and child welfare system involvement. The first phase of the Community Pathway was co-led by the Office of Child Protection and First 5 LA in partnership with DCFS.

In November 2024, the PPSGC began co-leading the next iteration of the Community Pathway – Community Pathway 2.0 - in collaboration with the Office of Child Protection (OCP) and DCFS. Community Pathway 2.0 will be utilized to develop strategies and recommendation for the projected Board-directed Plan and serve as an ongoing vehicle to facilitate alignment and success of the myriad efforts underway in this domain. PPCIT-established workgroups will support Community Pathway 2.0 wherever possible to develop the PPSGC Plans and PPCIT work products.

The proposed Community Pathway 2.0 structure includes the following core elements:

- Advisory Committee – This committee will lead Community Pathway 2.0 via a shared leadership model and be comprised of representatives from key County departments, community-based organizations, and stakeholders with lived experience.
- Community Pathway Collaborative Meetings – These quarterly meetings will continue to serve as a venue for information exchanges, shared learning, relationship building, and identification of opportunities for collective impact.
- Standing Tables – Inaugural Community Pathway 2.0 standing tables include:

Policy and Advocacy – This table, led by OCP, will serve as a County lead on child welfare and family well-being policy, and bring together relevant departmental and non-profit policy leads for development on an integrated policy and advocacy agenda, which will inform the PPSGC's Plan in this area.

FFPS Implementation - This table, led by DCFS, is currently stewarding the implementation of FFPS in Los Angeles County.

Data and Evaluation – This table, co-led by the Children's Data Network and DPH, will lead and support data and evaluation efforts across Community Pathway and TAY Table areas of focus.

- Ad Hoc Workgroups – Community Pathway 2.0 workgroups will be project-focused and time limited. Projected workgroups include:

  Systems Alignment – This workgroup will focus on improving alignment of initiatives serving shared populations, with focus on efforts involving families with young children.

  Concrete Supports and Economic Well-Being – This workgroup will develop strategies and recommendations to improve the availability of and access to concrete supports and facilitators of economic well-being for families with young children, with an initial focus on ensuring food security for children 0-5.

  Barriers to Access and Capacity – This workgroup, if established, would leverage available data and analysis to identify key systemic barriers (beyond known issues with Countywide contracting) that impact community-based organizational capacity to provide preventive and promotive resources, and develop low cost/cost neutral strategies and recommendations.

  Community-Based Organization Capacity Assessment – This workgroup will steward the development and completion of a meta-analysis of community-based organization (CBO) capacity (broadly defined) to concretize anecdotal accounts of "community capacity" serving as a foundational need in this domain. The analysis will generate recommendations for low cost/cost neutral strategies to improve CBO capacity to provide services, supports, and opportunities that address PPSGC-identified issues of focus.

  On December 3, 2024, the PPSGC was named as a lead in the *Enhancing Linkages for DCFS Impacted Families* Board motion, which directed it to collaborate with DPH, the Los Angeles County Office of Food Equity, and others to strengthen programs, services, and collaboration to ensure food security for families with young children 0-5 as a component of the Community Pathway.

  The PPSGC is currently collaborating with key stakeholders to create a snapshot analysis of the food security landscape for families with young children. Emerging recommendations include development and implementation of standardized food security screening protocols within County departments and at natural touch-points in communities and strengthening pathways for linkages to resources.

Coordination with the PPSGC is cited as a tactic in First 5 LA's 2024 – 2029 Strategic Plan Initiatives and Tactics roadmap. Given First 5 LA's focus on improving outcomes for young children, several of its strategic plan initiatives intersect directly with the PPSGC's focal issues and the PPSGC looks forward to strengthening its partnership with the organization in 2025.

Child Welfare and Family Well-Being Domain: Families with Children, Ages 0-5

Given the number of focal indicators in the child welfare and family well-being domain, projected Board-directed plans are in various phases of development and are projected to center around Countywide efforts to:

1. Implement strategies to strengthen the food security safety net for families with young children; standardized screening for food insecurity within relevant County departments and at natural touch-points within communities; and develop and/or further bolster pathways for linkages to resources for families in need.

2. Support and implement Mandated Supporting Initiative (MSI) strategies to reform mandatory reporting of suspected child abuse and neglect and improve mandated reporter decision-making through (a) dissemination of a comprehensive LA County Mandated Reporter Training; (b) implementation of the web-based LA County Mandated Reporter Decision Support Tool/Decision Tree; and (c) building capacity for linkages to preventive resources at the mandated reporter level, when needed, to promote family well-being, prevent child maltreatment and child welfare system involvement.

3. Develop, support, and institutionalize Community Pathway 2.0 as the County's CB for alignment, cross-departmental capacity building, and collective impact in the child welfare and family well-being space, including maternal health and well-being, with focus on reducing racial disparities among families with young children.

Table 3. Proposed Strategies, Child Welfare and Family Well-Being Domain: Families with Children, Ages 0-5

Outcome Goal	Indicators/Metrics	Proposed Countywide Strategies	Proposed PPSGC PPCIT Strategies
Increase social, emotional and physical well-being of families with children between the ages of 0-5 and reduce associated racial disparities. Reduce the number of children entering the child-welfare system and increase family stability.	1. Increase percentage of families with living wage incomes (>300% FPL) 2. Decrease rates of pre-term births 3. Decrease rates of domestic violence (DV)/intimate partner violence (IPV) 4. Decrease rates of over-reporting/underreporting of allegations of maltreatment 5. Decrease rates of substantiated maltreatment 6. Decrease rates of associated racial disparities	1. **Align and leverage** existing Countywide initiatives and infrastructure to maximize resources and impact 2. **Prevent** family involvement with crisis systems 3. **Increase** access to economic and concrete supports 4. **Improve** mandated reporter decision making 5. **Strengthen** policy advocacy	1) Institutionalize and support Community Pathway 2.0 as the County's CB and umbrella entity which brings together various initiatives focused on child, youth, and family well-being, including maternal health and well-being 2) Implement the Community Pathway component of the state-mandated LA County Comprehensive Prevention Plan 3) Facilitate access to economic and concrete supports a) Implement screenings at family-serving departments and natural touchpoints to identify families with young children who are at risk of experiencing food insecurity b) Develop pathways for linkages to food resources for those who screen positive, with focus on home-based child care providers c) Advocate for funding of economic and concrete supports by sustainable streams, such as Title IV-E 4) Maximize utilization of CalWORKs Home Visiting Program, and explore implementation of strategic funding models 5) Implement secondary prevention interventions to disrupt abuse cycles among young people who have been exposed to DV/IPV 6) Pilot the Mandated Supporting Initiative to reform mandated reporting, which addresses racial disproportionality in the child welfare system and promotes bolstering of protective factors to prevent abuse/neglect and promote family well-being a) This includes improved mandated reporter training, utilization of a standardized decision support tool, and linkages to community-based resources when a report to DCFS is not indicated b) Legislative advocacy in support of County-sponsored legislation, AB 970 7) Scale-up effective practices

Domain Coordination Body: Community Pathway 2.0

Purpose and Goals

Community Pathway 2.0 is the reimagining of an existing initiative that was established in 2019 in response to the federal Family First Prevention Services Act (FFPSA)/ state Family First Prevention Services Program (FFPS). Community Pathway 2.0 is best described as an umbrella initiative and will serve as the County's CB for diverse, but aligned efforts to promote child, youth, and family well-being long before they come into contact with crisis systems.

Community Pathway 2.0 brings together County department representatives, service providers, non-profits, and residents with lived experience.

Community Pathway 2.0 Core Components

- **Cross-Sector Collaborative Meetings –** Quarterly meetings for information exchanges, relationship building, problem solving, and identification of opportunities for collective impact.
- **Lived Experience Cohort** – Cohort of partners with lived experience who receive capacity building support and are empowered to contribute meaningfully to the County's prevention efforts.
- **Standing Tables** – Permanent groups. Community Pathway 2.0 standing tables include:
    - *Policy and Advocacy Table*
    - *Data and Evaluation Table*
    - *FFPS Implementation Table*
- **Ad Hoc Workgroups** – Time limited, project-based groups. Community Pathway 2.0 workgroups include:
    - *Systems Alignment Workgroup*
    - *Concrete Supports and Economic Well-Being Workgroup*

Attachment V

TRANSITION AGE YOUTH (TAY) FOCUS
Current Landscape Analysis, TAY Table and Disconnected Youth

Program-Level Infrastructure

On June 25, 2024, the Board adopted the *Ensuring Generational and Life-Long Success for Transition Age Youth* motion, which directed the PPSGC, County System of Care, and DCFS to outline a comprehensive approach for the coordination of resources, opportunities, and care for transitional age youth (TAY) that will prevent negative outcomes and promote their success and ability to thrive in life. The overarching aims of the motion align with those of the PPSGC, both of which directed activities during this period of review.

Current Landscape Analysis

The PPSGC, in collaboration with the Office of Child Protection (OCP), conducted a current landscape analysis to inform efforts to address youth disconnection. The analysis focused on County and County-adjacent initiatives, and included review of relevant reports, research, Board motions, and data, as well as a series of key informant interviews with County and non-County subject matter experts.

The following key findings emerged from the analysis:

1. Youth experiencing disconnection include but are not limited to those who were formerly under the supervision of the County's child welfare and/or juvenile justice systems, who often have unique needs that are rooted in trauma, much of which may be related to their systems-involvement.
2. Homelessness and youth disconnection are interrelated and often co-occurring.
3. Numerous efforts are underway Countywide to address factors that contribute to youth disconnection. Many of these efforts genuinely center youth voice and there has been a marked shift towards creating specialized departments and units, including the Youth Commission, Department of Youth Development, Department of Children and Families' YES Unit, and Department of Mental Health's Office of TAY, that are dedicated to meeting the needs of young people. Programs such as the Los Angeles County Arts Ed Collective's Creative Well-Being initiative, Department of Public Social Services + Right Way Foundation Project, California Community Schools Initiative, and LA P3:Horizons 32K initiative are additional examples of efforts striving to improve outcomes for this population.

Notwithstanding bright spots, gaps, and barriers to our ability to effectively serve youth exist:

1. The most prevalent theme to emerge from the analysis was the degree of strategic and functional misalignment regarding this issue within County departments, among County departments, and with other stakeholders. Improved Countywide coordination would help eliminate duplicative and disjointed efforts, identify gaps, and improve the effectiveness. Improved coordination would also address some of the challenges young people experience with navigating County systems to access resources and opportunities.

2. Integrated data sharing is also a foundational need to facilitate our capacity to identify at risk youth and provide multi-agency care coordination and support.
3. Invaluable infrastructure to support youth during vulnerable educational transition points was curtailed during the COVID-19 pandemic.
4. Insufficient funding is available for and allocated to addressing factors that contribute to youth disconnection at the individual, societal, and systems levels. Even when funding may be available, challenges associated with strategic maximization of available funding streams also pose barriers.
5. There is a need to develop age-tiered and life phase-appropriate engagement strategies and an increase in the availability of appropriate resources and opportunities for at risk young adults, including trauma-informed career pathways to living wage employment.
6. Finally, there has historically been a pattern of engaging stakeholders broadly in the development of recommendations and plans and "going back to the drawing board" and starting over again without fully implementing those recommendations or plans.

TAY Table and Associated Activities to Prevent Youth Disconnection

In September 2024, the TAY Table was established under the auspices of the Los Angeles County System of Care, to promote connection and prevent disconnection by bringing together youth and young adult-serving departmental stakeholders in three priority areas: (1) education; (2) employment; and (3) related wraparound supports that facilitate thriving in these areas, such as mental health care, concrete supports, housing support, mentoring, etc. The TAY Table is currently co-led by the PPSGC, OCP, Department of Youth Development (DYD), and PPCIT.

The PPSGC's Board-directed plans (Plans) will be informed by the TAY Table and serve as the Coordination Body (CB) for TAY-related Plans across the three Board established domains. This CB will serve as the County's centralized vehicle for shared learning, cross-departmental coordination, planning, program implementation, and continuous quality improvement. A TAY Table kickoff convening is projected for Spring 2025.

The cross-departmental TAY Table Design Team, inclusive of representatives from the PPSGC, OCP, DYD, PPCIT, DPH, Los Angeles County of Education (LACOE), Youth Commission, and the County's Chief Information Officer (CIO), is working to outline the proposed structural and operational plan for the CB, which will be refined and finalized by youth and young adult serving departmental partners. The TAY Table will initially be an internal, County-only body, as departments work to achieve greater strategic and functional alignment for maximum collective impact of efforts to address disconnection. However, TAY Table subcommittees are open to external stakeholders, including partners with lived expertise. During this period of review, PPCIT-workgroups were activated for TAY Table subcommittee work and will wherever possible support this CB to develop the PPSGC Plans and PPCIT work products. TAY Table subcommittees will be project-based and time-limited, and the proposed inaugural cohort includes the:

- Systems Alignment Subcommittee – This subcommittee will be responsible for developing strategies and recommendations for aligning cross-departmental efforts to address youth disconnection. This includes development of cross-departmental screening tools, protocol, and processes; and developing pathways to preventive and re-engagement supports, resources, and opportunities, including by strengthening region-

based alliances, particularly with education and workforce partners and aligning the various youth and young adult drop-in centers throughout the County.

- Engagement and Access Subcommittee – This subcommittee, co-chaired by PPSGC, LACOE, DYD, and the Youth Commission, was established to develop strategies to address barriers to young people accessing services, supports, and opportunities that aim to address disconnection. This subcommittee will be responsible for developing age-tiered engagement strategies, including striking the right balance between leveraging technology and human-centered engagement.

In November 2024, Engagement and Access Subcommittee leadership met with the Internal Services Division (ISD) Delete the Divide (DTD) initiative to assess the feasibility of leveraging and refining the existing youth resources website to serve as a TAY hub "lite". It was determined that building on the ISD-developed website in this way was the most strategic path forward and a quick win to address a foundational access barrier. This website may also serve as an information and referral system for a potential future demonstration project testing "no-wrong-door" strategies for at risk young people. Improving the County's information and referral systems is a PPSGC priority and should be conducted tandem with the PPCIT as its development, along with a no-wrong-door countywide model is a PPCIT mandated work product.

- Integrated TAY-Focused Data Subcommittee – This subcommittee, co-chaired by OCP and CIO, was established to address the most pressing data sharing needs that hamper our ability to serve at risk young people to prevent adverse outcomes. This subcommittee recently merged with the One Roof 2.0 Data Committee to form an integrated Countywide TAY-focused subcommittee. Key deliverables will include strategies and recommendations for enhanced data collection and sharing to identify at risk youth; improve service coordination across departments, service providers, and workforce data systems; and inform policy and funding decisions. This will include development of TAY data sharing use cases and a foundational plan for a public-facing TAY database, inclusive of aggregate data regarding current and former foster youth, as called for in the *Ensuring Generational and Life-Long Success for Transition Age Youth* motion. This effort will adhere to the PPCIT's established work force processes.

- Revenue Maximization Subcommittee – This nascent subcommittee, co-chaired by PPSGC and OCP, was established to develop and test coordinated and strategically aligned cross-departmental strategies for maximizing funding streams, such as CalAIM, utilizing youth and young adults at risk of, and/or experiencing disconnection as a use case. A demonstration project proposal is currently under development. This effort will adhere to the PPCIT's established work force processes.

- Learning Collaborative – Although, not a subcommittee, the TAY Table will also include a learning collaborative for departments, led by DYD. The learning collaborative will serve as a space for shared learning and capacity building on innovation and best practices for working with and supporting youth and young adults.

Finally, a Countywide workforce initiative is proposed to anchor the TAY Table and round out the County's overarching strategy to prevent youth and young adult disconnection. The workforce initiative would involve development of internal (County) and external career pathways to high-quality employment for at risk young adults between the ages of 18-26. The initiative would be

inclusive of necessary wraparound supports, including case management/navigation support and coaching/mentoring.

About the TAY Table

Purpose and Goals

The TAY Table will serve as the County's Coordination Body (CB) for Countywide efforts to prevent youth/young adult disconnection and re-engage young people who may already be experiencing adverse outcomes. The TAY Table will bring together departmental stakeholders who serve youth and young adults between the ages of 11-26 in three strategic priority areas related to this issue:

1. **Education**
2. **Employment**
3. **Wraparound supports** that facilitate thriving in these areas, such as mental health care, concrete supports, housing support, coaching/mentoring, etc.

Ideally, the TAY Table will serve as a vehicle for ongoing cross-departmental planning, systems alignment, capacity building, and collective action for this population. The TAY Table will initially be an internal, County-only body, as departments work to achieve greater strategic and functional alignment. However, TAY Table subcommittees are open to external stakeholders, including partners with lived expertise.

TAY Table Composition

The TAY Table will be comprised of representatives with decision-making authority from youth and young adult-serving County departments. County System of Care (SOC) meetings will be integrated with TAY Table coordinating meetings to reduce redundancies across related efforts. TAY Table subcommittees will be comprised of County and non-County partners, including young people with lived experience with County systems.

TAY Table Core Components

1) **Cross-Departmental Coordination Meetings –** Quarterly meetings for facilitation of cross-departmental coordination and information sharing, ongoing alignment, problem solving, and identification of opportunities for action to address youth/young adult disconnection.
2) **Learning Collaborative** - The learning collaborative will serve as a space for cross-departmental shared learning and capacity building on positive youth development, emerging adulthood, innovation, and best practices for working with and supporting this population.
   Ad Hoc Project-Based Subcommittees – Project-based subcommittees will be comprised of County and non-County partners, and be responsible for carrying out the above-described and other tactics. Subcommittees will be co-led by County subject matter experts.
3) **Aligned Departmental Metrics** – Departments will identify metrics that will measure progress of their respective efforts to turn the curve on rates of youth/young adult disconnection in LA County.

Attachment VI

PREVENTION AND PROMOTION
COORDINATION IMPLEMENTATION TEAM (PPCIT)

Systems-Level Infrastructure

Background

The July 23, 2025, Building Los Angeles County's Prevention Infrastructure, motion, which created the PPCIT also charged it with developing systems-level products and initiatives (Products) to support the development of the PPSGC's Plans (Plans):

1) **User Journey Maps.** Complete user journey mapping of customer and client experiences when navigating County programs and systems to identify opportunities to address issues relating to resource navigation, data sharing, the time-tax, no-wrong-door approaches, racial disproportionality and disparities in user access, and their impact on prevention and promotion outcomes.

2) **Legal, Policy and Regulatory Analysis.** Create and monitor on an ongoing legal, policy, and regulatory analysis, to address barriers to leverage and braid funding, and coordinate procurement and data sharing for cross-departmental programming.

3) **Data Plan and Programming.** Develop and recommend to the Board a Countywide promotion and prevention (P&P) services delivery data plan and program to:

    a) Coordinate cross-departmental collaboration and services.
    b) Develop a universal data sharing customer and client authorization, to be used by all relevant County Departments.
    c) Build on previous and ongoing County efforts regarding client consent, and with County Counsel, execute data sharing agreements across departments in support of this directive.
    d) Formalize a Countywide framework to facilitate referrals and a "no-wrong-door" approach to service delivery.

4) **P&P contracting plan.** Create a plan to support development and implementation of the Plans and use a centralized contracting mechanism to effectuate a comprehensive community-based prevention services delivery system.

Progress Update

Infrastructure Development

To achieve the Board's vision of a Countywide P&P infrastructure, and coordinate inter-departmental efforts, the PPCIT established five workgroups, each aligned with the PPCIT-specific mandates. The 24 PPCIT County departments and agency members assigned Subject Matter Experts (SMEs) within their respective fields to each workgroup.

Table 1 below summarizes the PPCIT's infrastructure, progress made to prepare for the Plan refinement and implementation phase, and the identified the PPSGC-Plans that will be impacted by the workgroups' Products.

Table 1. Summary of PPCIT Infrastructure, Intended Products, and PPSGC Plans Supported

Group	Preparatory Actions	Intended Products	Plans Supported
PPCIT	▪ Secured PPCIT Manager on loan from CEO-Service Integration Branch, *(12.31.2023)* ▪ PPCIT launched *(3.12.24)* ▪ Funding Stream Analysis and Contracting Workgroups launched *(05.29.24)* ▪ FUSE Fellow joined CEO-ARDI in support of the PPCIT, *(10.28.24)* ▪ Request for additional/permanent PPCIT staff *(Underway)* ▪ Secured Delivery Associates consultant services to assist with development of an operational management framework for implementation. *(Underway)*	Leadership, management of interdepartmental operations, and backbone support.	Supports development and implementation of all Plans.
User Journey Mapping (UJM)	Secured: ▪ Cloud-based software to gather, analyze, and report on data obtained from various County and community sources. ▪ Consultant support from Ernst & Young LLP to conduct UJM process and analyses for domain-specific clients and customers selected by the PPSGC.	▪ Analysis of client lived experiences when navigating County's P&P services selected by the PPSGC. ▪ Recommendations for improving clients' experiences, service equity, and effectiveness.	Supports: ▪ Development of Programs, Staffing and Spending Plans. ▪ Implementation of Community Engagement Plan.
Funding & Contract Analysis	▪ Co-designed P&P inventories data requirements, app with members, ISD *(06.01.24 -7.31.24)* ▪ Collected P&P departmental data for all Board identified domains *(7.31.24 - 9.31.24)* ▪ Secured with CEO-Homeless Initiative, consultant support (Redstone) to map funding resources and recommendations for leveraging/braiding funding *(10.31.24)* ▪ Redstone & CEO currently validating departmental data for P&P programs and services across all three domains, including data related to service contracts for services rendered across various County geographies.	▪ Inventories of department P&P Programs, Funding sources, and Contract data by domain, population, outcomes/metrics ▪ Analyses/recommendations of opportunities to blend and braid funding, and maximize resources. ▪ Development of comprehensive Contracting & Procurement Plan.	Supports implementation of Program, Spending, and Staffing Plans.

Group	Preparatory Actions	Intended Products	Plans Supported
Legal, Regulatory and Policy Analysis	▪ With County Counsel (CoCo), finalized and submitted Stakeholder Incentives Guidance to the Board to guide establishment of Countywide Stakeholder Incentives policy *(Submitted to the Board, 6.26.24)* ▪ With CoCo and CEO LAIR, began mapping approach and resources needed to support the PPSGC's Annual Policy Agenda and Spending Plan deliverables ▪ Procurement process for securing consultant support to establish an annual coordinated P&P Legislative review process for the County *(Underway)*	▪ Establish ongoing process to analyze and address barriers to: ▪ Leveraging & braiding funding ▪ Coordinating data sharing for cross-departmental programming	Supports implementation of: ▪ Community Engagement Plan ▪ Program, Spending, and Staffing Plans ▪ Annual Policy Agenda
Data and Program Plan	▪ Activated the PPCIT workgroups to support the development of the PPSGC's and the Los Angeles County Children's System of Care's coordinated response to disconnected youth-related motion *(October 2024)* ▪ Develop Data and Program Plan Based on data sharing issues related to existing P&P program/services and emerging from the UJM and demonstration model processes. *(Pending)*	Data and Program Plan to: ▪ Coordinate cross department collaboration and services ▪ Establish a no-wrong-door-model for the County	Supports implementation of: ▪ Community Engagement Plan ▪ Program, Spending, and Staffing Plans ▪ Annual Policy Agenda

Additional Support Provided

In addition to the items described above, the PPCIT provided the following support to the PPSGC:

1) Co-facilitated community listening sessions that led to selection of subpopulations outcomes/metrics per domain
2) Co-facilitated the convening of the Interim Community Advisory Body
3) Secured research and evaluation team funding
4) Secured loaned and funding for staff
5) Procured community engagement consultant support

The motion also instructed that CEO-ARDI, CEO-Legislative Affairs and Intergovernmental Relations (LAIR), County Counsel (CoCo) and DPH to:

1) Develop a robust community engagement and outreach plan with: a) diverse geographic representation, b) people with lived experience, and c) service providers, clients, and other stakeholders. *(Completed)*

2) Support the PPSGC to identify and address at least one population-level outcome and associated metrics using Life Course Theory. *(Completed)*

3) Report back to the Board on the allocation of funding allotted to support the implementation of the directives *(Submitted to the Board on 7.10.24)*

4) Report back on recommendations for a Countywide policy to incentivize participation of the Community Advisory Group and stakeholders. *(Submitted to the Board, 6.26.24. Subsequent motion (8.06.24) directed the CEO to develop a draft Board policy and/or enabling ordinance for a universal Stakeholder Incentive program, Underway.*

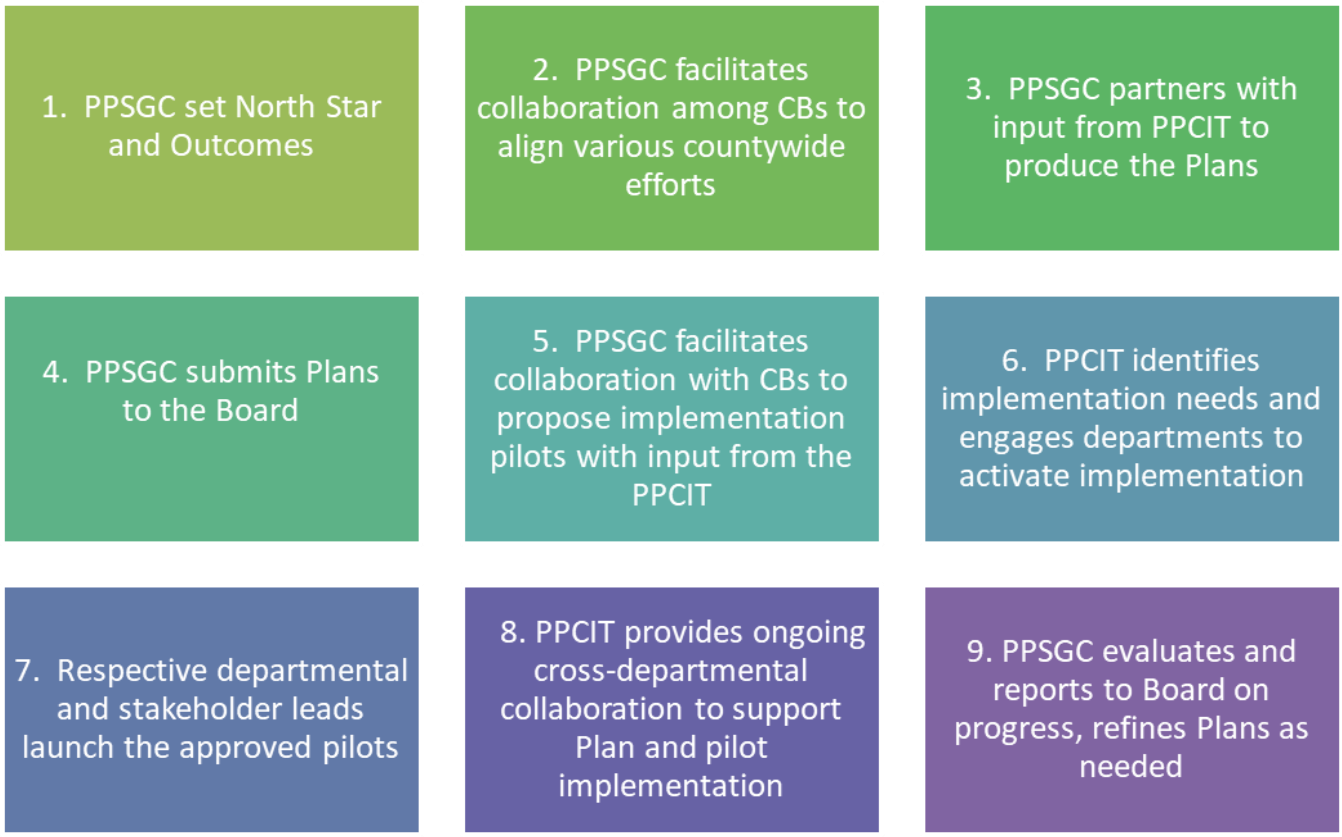
Plan Development and Support

As described in detail earlier in the document, the PPCIT and its workgroups will collaborate with PPSGC-led Coordination Bodies to refine the proposed strategies contained in this document, and draft additional plans as needed to ensure that all Board-directed, and PPSGC-selected populations are addressed.

The plans developed and refined via this process will be presented to the PPSGC for its review and approval. Implementation of PPSGC-approved plans will be led, and coordinated, by department leads and supported by the PPCIT as outlined in Attachment VII. Final plans are projected to be submitted to the Board in 2025 for consideration.

Attachment VII

Los Angeles County Promotion and Prevention Initiative
Proposed Workflow between PPSGC and PPCIT



To successfully deliver Promotion and Prevention (P&P) initiatives across Los Angeles County, the Process Flow diagrammed above and described here is suggested as an effective, responsive structure for implementation.

1. The Promotion and Prevention Systems Governing Committee (PPSGC) serves as the governing body responsible for setting strategic goals, priorities and policy, and setting a clear North Star and Outcomes to guide P&P efforts.

2. From these priorities, the PPSGC facilitates collaboration among designated domain-based Coordination Bodies (CB) and the Promotion Coordination and Implementation Team (PPCIT) Workgroups to align various countywide efforts.

3. Designated PPSGC CBs and PPCIT Workgroups partner to conduct landscape, data analyses, and evaluate existing efforts to produce the Plans.

   At this stage the PPSGC and PPCIT will minimize duplicative efforts, streamline structures and use a Life Course Theory approach. These efforts ensure preliminary plans address Board-directed, and PPSGC-selected populations and are supported by data, best practices and lived experience. The proposed plans are formally submitted to the PPSGC for approval.

4. The PPSGC reviews and approves the plans, confirming that they reflect the Board's vision and PPSGC's priorities. The approved plans are submitted to the Board for approval.

5. Next, the approved plans are returned to the PPSGC designated CBs and department leads for implementation. PPSGC facilitates collaboration with CBs and with input from the PPCIT implementation pilots are co-designed. This stage facilitates collaboration and fine-tuning the Plans.

6. PPCIT identifies implementation needs and engages departments to activate implementation and countywide coordination.

   At this stage, PPCIT collaborates with CBs and department leads, determines what is needed for execution, and coordinates with relevant County departments to move the work forward. This involves collaborative implementation planning to secure necessary resources, backbone support, and departmental leads to take ownership of execution.

7. Respective departmental and stakeholder leads launch the approved pilots.

8. PPCIT provides ongoing cross-departmental collaboration to support Plan and pilot implementation.

   PPCIT and the CB leads continue to support implementation, with CBs and departmental leads ensuring that program-level implementation is consistent with the approved plan. The PPCIT manages system-level coordination across departments and operations. Working in tandem, these bodies are tasked with operationalizing the P&P strategies in alignment with the County's broader vision.

9. PPSGC evaluates and reports to Board on progress, refines Plans as needed.

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January 12, 2026

TO: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Janice Hahn
Supervisor Kathryn Barger

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: PROGRESS UPDATE ON BUILDING LOS ANGELES COUNTY'S PREVENTION INFRASTRUCTURE (ITEM NO. 15, AGENDA OF JULY 25, 2023)

On November 18, 2025, as this memo was being finalized, the Los Angeles County Board of Supervisors (Board) adopted a new prevention-related motion: Advancing a Unified Prevention Framework for Children, Youth, and Families (2025 Motion). Among other things, the 2025 Motion directed the Executive Office of the Board of Supervisors (EO), in coordination with the Prevention and Promotion Systems Governing Committee (PPSGC), the Prevention and Promotion Coordination Implementation Team (PPCIT), the Office of Child Protection (OCP), and the Chief Executive Office (CEO), "…to develop recommendations for consolidating the PPSGC and OCP into a single prevention and promotion entity housed within the OCP […]," and in collaboration with CEO and relevant departments, "…to inform the development of a new Countywide Prevention Strategic Plan focused on children, youth and families that: […] Builds on the previous Prevention Services Task Force, PPSGC and PPCIT framework to clearly define shared goals, establish common metrics, and identify measurable outcomes aimed at reducing disparities and improving overall well-being [...]."

With these and other directives, the PPSGC has been instructed to pivot its efforts to supporting the establishment of a new prevention and promotion (P&P) entity that will build on the 2023 Prevention Services Task Force recommendations, and current P&P efforts that aim to sustain prevention investments, maximize limited dollars, and reduce racial and socioeconomic disparities in life outcomes. Prevention is a critical priority in times of scarcity, federal disinvestment, the erosion of institutional support for diversity, equity,

inclusion, and belonging, and attacks on immigrants. P&P changes lives, mitigates racial disparities, promotes equity, and saves money long-term by reducing reliance on high-cost safety net services. Without coordinated prevention, fragmented investments fail to reduce disparities or maximize dollars.

Similarly, PPSGC's unique role as a department head-level coordinating body has been foundational to building a coordinated County P&P infrastructure and informing the creation of this new entity. The PPSGC's value lies in reducing duplication, maximizing limited dollars, and aligning outcomes in the service of prevention.

Given the recent motion, this report not only provides an update of progress made toward implementing the P&P vision and directives contained in the July 25, 2023, Building Los Angeles County's Prevention Infrastructure motion, but also serves 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, as directed in the 2025 Motion.

Update

On July 25, 2023, the Board adopted the Building Los Angeles County's Prevention Infrastructure motion (Motion), directing the establishment of the PPSGC to oversee the coordination and collaboration of prevention and promotion services Countywide. Among the directives in this motion, the PPSGC was charged with developing six cross-departmental plans: 1) Programs and Services, 2) Spending, 3) Stakeholder Engagement, 4) Staffing, 5) Operational Management, and 6) Policy Agenda.

Given current and forecasted federal policy changes and reductions in funding to upstream prevention programming and core human services and health programs, as well as federal policy changes impacting residents' willingness and ability to access services, it is more important than ever for the County to maintain its focus on prevention.

The Motion also directed the creation of the PPCIT, located within the CEO's Anti-Racism, Diversity, and Inclusion Initiative (CEO-ARDI) to facilitate coordination and collaboration among Countywide prevention and promotion entities and support the endeavors of the PPSGC.

The PPCIT was charged with the following: 1) Identifying opportunities for resource optimization and pursuing new funding sources, 2) Developing a comprehensive contracting procurement plan, 3) Establishing a centralized contracting mechanism to support a community-based prevention service delivery system, 4) Developing User Journey Maps that depict client-experienced navigation of targeted County systems, and 5) Identifying challenges associated with data sharing, service navigation, and the establishment of a no- wrong-door model for the County.

The Motion also directed the PPSGC to concentrate initial efforts in three focus areas or domains: 1) Child Welfare and Family Well-Being; 2) Homelessness and Housing; and

3) Behavioral Health. Further, the Board charged the PPSGC with using Life Course Theory[1] to select at least one population-level outcome and associated indicators (metrics) within each domain to be promoted or prevented. These outcomes and indicators serve as the focus of associated efforts. The indicators/metrics selected would also focus on and serve as the focus of its efforts. Indicators/metrics selected would also focus on closing racial disproportionalities and disparities and consider overlapping identities with racial and ethnic groups including, but not limited to, women and LGBTQ+ communities. This update summarizes accomplishments since the April 4, 2025, report back and highlights the Committee's evolving role in laying the foundation for a centralized Office of Prevention Services. By actively engaging with community-based organizations, persons with lived experience, service providers, and other community members, including community representation on the PPSGC and coordinating department heads across Child Welfare, Homelessness/ Housing, and Behavioral Health domains, PPSGC ensures scarce County resources are deployed more strategically.

Progress: Leveraging the P&P Infrastructure

During this reporting period, the PPSGC established shared plans, clarified roles across the prevention ecosystem, and deepened collaboration with community-based coordinating bodies. Since the April 4, 2025, Status Report, the PPSGC and PPCIT engaged in various efforts aimed at addressing the Motion's directives. A detailed account of these efforts is contained in Attachment I. Below are highlights of these efforts, including references to attachments where further details can be found.

During this reporting period, the PPSGC and PPCIT:

1. **In partnership with the CEO's Policy Implementation and Alignment Branch and through the efforts of the CalAIM Justice Involved Initiative Workgroup** Progress was made in the area of client data sharing via two client consent forms (Consents) that allow for the sharing of data with six County departments, based on a client's authorization.

   This effort is consistent with the Board's data sharing directives to the PPCIT, which called for, among other things, formalizing a "…Countywide framework to facilitate referrals and a "no-wrong-door" approach to service delivery, with […] shared agreements […], as well as privacy and data consent."

2. **Refined the Prevention and Promotion Infrastructure**
   Building on previous work reported, the P&P infrastructure was further refined to clarify the goals and roles of each of the partners within the P&P ecosystem, including:

[1] Mitchell, B.A. (2003): "Life Course Theory," in The International Encyclopedia of Marriage and Family Relationships, pp. 1051-1055. (J. Ponzetti, ed.). New York: Macmillan Reference.

a. A shared understanding of the Program, Staffing and Spending Plans (Plans) to be developed (Attachment II, figure 1)
b. A clear visualization of the P&P ecosystem (Attachment II, figure 2)
c. Descriptions of partner roles and responsibilities (Attachment II, figure 3)
d. An initial *Plan Development Map* (Attachment II, figure 4) outlining the process involved in the development and approval of the Plans

3. **Deepened the Partnership with Coordinating Bodies**
   The PPSGC and PPCIT partnered with four independent Coordinating Bodies (CBs) to develop strategies and Plans for each domain and respective populations. The composition of each CB varies, but generally CB representatives include County departments, community-based providers, Subject Matter Experts (SMEs), and people with lived experience. The CBs and their P&P focus areas include:
   a. One Roof 2.0, focused on promoting stable housing for Transition Age Youth (TAY)
   b. Regional Coordinating Council, focused on reducing homelessness for adults over 60
   c. Community Pathways 2.0, focused on supporting families and children in navigating to services in their communities to meet their needs and avoid interactions with crisis systems
   d. TAY Table, focused on promoting positive connections and outcomes for youth at risk of disconnection

Leadership conversations resulted in drafting operational agreements for one CB, enhancing the process for selecting and refining P&P-aligned strategies, including using findings from the PPCIT's Funding Analysis and setting the stage to incorporate the results from the User Journey Mapping process currently underway.

4. **Selection of the First Sustainable Prevention Program / Activation of a Plan Development Process.**
   As a direct result of leadership conversations, the CB One Roof 2.0 and the Department of Health Services' Housing for Health (DHS-HFH) unit have designed a scalable program to increase the quantity and capacity of TAY-serving Intensive Case Management Service providers (ICMS) to reduce the time to secure housing. With catalytic funding identified by the PPSGC (through CEO-ARDI) the program will be launched and expanded to serve other populations once HFH transitions to the new Department of Homeless Services and Housing (HSH).

   Development of this prevention program was used to activate and refine the Plan Development process outlined in Attachment II, figure 4, including the use of the Internal Plan Development Templates described below.

5. **Completion of a Comprehensive User Journey Mapping Report.**
   Through the coordination of the PPCIT, consultants, and various County Departments and community-based organizations (CBOs), comprehensive User Journey Maps were presented to the PPSGC in November. The maps included ten "journeys" from the Transitional Age Youth and Families with Young Children

population domains. The maps provide detailed information about the lived experiences of clients as they navigate County service systems. They also include County Department and CBO perspectives and will serve as a valuable tool in the future development of targeted, actionable, and effective plans and programs.

6. **Internal Plan Development Tools (Program, Spending and Staffing Templates**). PPSGC and PPCIT staff, with expert support from the County's Department of Public Health on outcome measurement, developed a set of templates to capture the details needed from County departments/agencies and other CB partners to inform the development of the Plans in anticipation of submitting them to the PPSGC and the Board for consideration.

   These tools will also be used to guide County departments/agencies and CB partners to identify and refine potential candidate strategies and shape them into domain-based Plans. The One Roof/HFH program was the first program that will be used to populate and refine the templates developed.

P&P Operating Budget

Given the 2025 Motion calls for the PPSGC to sunset as a Brown Act body upon completion of the new P&P Strategic Plan, this document also inlcudes a detailed Operating Budget (Attachment III) of the inititiative that will serve to close out the current P&P effort. Highlights of the Operating Budget include funding details regarding:

- Budget and expenditure details related to P&P projects.
- Original projected budget allocations that reflected the Motion's directives, current allocations and the variance between them, as well as expenditures incurred.
- The allocation of $5 million comprised of one-time funds, consisting of:
  - $4 million in Net County Cost allocated by the Board to the CEO in support of the P&P Initiative, and
  - $1 million allocated by the DCFS Director to support the efforts of the PPSGC and the PPCIT.
- An additional $1.6 million in additional departmental contributions made by four departments, for an overall County investment in the P&P effort of $6.6 million.

Additional details regarding the allocations outlined above can be found in Attachment III.

Next Steps / Recommendations

In alignment with the directives of the 2025 Motion, and in coordination with the OCP, the PPSGC and PPCIT will leverage the P&P infrastructures, processes, tools and resources outlined in this report in support of the 2025 Motion directives, and development of the new P&P Strategic Plan.

Additionally, to ensure a successful and productive handoff during the transition, the PPSGC and PPCIT will continue to:

1. Support and participate in upcoming Consent-related efforts as needed to further the Motion's data sharing directives.
2. Implement the One Roof 2.0/HFH's scalable program to increase the quantity and capacity of ICMS to reduce the time to secure housing for TAY and other expanded populations.
3. Leverage the PPCIT's User Journey Maps findings, and funding and program analyses, and partner with OCP and relevant departments to inform the new P&P Strategic Plan.
4. Collaborate with CBs to refine strategies and ready potential plans using the PPCIT templates to inform the new P&P Strategic Plan.
5. Integrate the PPSGC's strategic direction and plans into OCP's newly developed Strategic Plan.
6. 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.
7. Given reduced funding, prioritize efforts to implement strategies that address identified target populations most in need of a continuum of well-defined prevention-oriented services.

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

JC:vsz

Attachments

c: Executive Officer, Board of Supervisors
Chief Executive Office
Chief Information Office
County Counsel
Director, Department of Aging and Disabilities
Director, Department of Children and Family Services
Director, Homeless Services and Housing
Director, Department of Mental Health
Director, Department of Public Health
Director, Department of Public Social Services
Director, Department of Youth Development
Executive Director, Los Angeles County Office of Child Protection
Executive Director, Center for Strategic Partnerships
Executive Director, Anti-Racism, Diversity, and Inclusion Initiative
Executive Director, First 5 Los Angeles
Social Services Deputies, Board of Supervisors
Education Deputies, Board of Supervisors
Health Deputies, Board of Supervisors
Homeless Deputies, Board of Supervisors

Attachment I

PROGRESS UPDATE ON BUILDING LOS ANGELES COUNTY'S PREVENTION INFRASTRUCTURE

On November 18, 2025, as this memo was being finalized, the Los Angeles County Board of Supervisors (Board) adopted a new prevention-related motion: Advancing a Unified Prevention Framework for Children, Youth, and Families (2025 Motion). Among other things, the 2025 Motion directed the Executive Office of the Board (EO) in coordination with the Prevention and Promotion Systems Governing Committee (PPSGC), the Prevention and Promotion Coordination Implementation Team (PPCIT), the Office of Child Protection (OCP) and the Chief Executive Office (CEO), "…to develop recommendations for consolidating the PPSGC and OCP into a single prevention and promotion entity housed within the OCP […]," and in collaboration with CEO and relevant departments, "…to inform the development of a new Countywide Prevention Strategic Plan focused on children, youth and families that: […] Builds on the previous Prevention Services Task Force, PPSGC and PPCIT framework to clearly define shared goals, establish common metrics, and identify measurable outcomes aimed at reducing disparities and improving overall well-being […]."

With these and other directives the PPSGC has been instructed to pivot its efforts to supporting the establishment of a new prevention and promotion (P&P) entity that will build on the 2023 Prevention Services Task Force recommendations, and current P&P efforts that aim to sustain prevention investments, maximize limited dollars, and reduce racial and socioeconomic disparities in life outcomes. Prevention is a critical priority in times of scarcity, federal disinvestment, the erosion of institutional support for diversity, equity, inclusion, and belonging, and attacks on immigrants. P&P changes lives, mitigates racial disparities, promotes equity, and saves money long-term by reducing reliance on high-cost safety net services. Without coordinated prevention, fragmented investments fail to reduce disparities or maximize dollars.

Similarly, PPSGC's unique role as a department head-level coordinating body has been foundational to building a coordinated County P&P infrastructure and informing the creation of this new entity. The PPSGC's value lies in reducing duplication, maximizing limited dollars, and aligning outcomes in the service of prevention.

Given the recent motion, this report not only provides an update of progress made toward implementing the P&P vision and directives contained in the July 25, 2023, Building Los Angeles County's Prevention Infrastructure, motion, but also serves as a seminal transition document outlining the P&P infrastructure, resources, processes, tools and lessons learned established that can shape the development of a new Countywide Prevention Strategic Plan for Children, Youth and Families, as directed in the 2025 Motion.

UPDATE

In the April 4, 2025, update it was reported that the Prevention and Promotion Systems Governing Committee's (PPSGC) and the Prevention and Promotion Coordination Implementation Team's (PPCIT) system-level infrastructure was largely in place, and that the Coordinating Bodies (CBs) had begun development on a set of proposed strategies that could serve as the basis of the Board-directed Plan (Plans). Collectively these assets represent the Prevention and Promotion (P&P)

ecosystem and having these key elements in place meant that the primary focus of the partnership shifted from planning to implementation.

Since the April 4, 2025, update significant progress was made in preparation for the development of the Board-directed Plans, including launching and completing other Board-directed activities, such as the User Journey Mapping process and a Program and Funding Analysis. Together the outputs of these two efforts were to help inform the selection, prioritization and refinement of domain- specific and population-centered strategies within each Domain. Given the 2025 Motion, these resources, processes and tools can now be used to inform and shape the development of the new P&P Strategic Plan.

The achievements made during this reporting period were guided by PPSGC's conviction that prevention remains a critical priority in times of scarcity, federal disinvestment in our families and children, and attacks on immigrants. Prevention can change lives, promote equity, mitigate racial disparities and saves money long term by reducing reliance on high-cost safety net services. For example, stable housing for transition-age youth (TAY) is fundamental to achieving equity, provides opportunity for development of each youth's potential, and potentially reduces later costs in homelessness, justice, and health systems. Prevention improves outcomes by addressing upstream drivers of inequity including institutional racism – helping families avoid child welfare involvement, supporting youth to pursue higher education, and reducing chronic homelessness. Without coordinated prevention, fragmented investments fail to reduce disparities or maximize dollars.

Additionally, the PPSGC provides unique value by bringing together department heads—not just staff—to make collective agreements on priorities, funding, and outcomes. It provides a forum for aligning fragmented department budgets with shared population outcomes and ensures County prevention investments are coordinated with community expertise through partnerships with independent CBs and constituents with lived experience.

Furthermore, laying the groundwork for implementation required that the partnership between the PPSGC, PPCIT and CBs be deepened and capacities strengthened. This included developing:

1. **A shared understanding of the Plans**, a clear representation of the **P&P ecosystem**, and descriptions of **partner roles and responsibilities** for working together (Attachment II, figure 1, figure 2, and figure 3).
2. **An initial *Plan Development Map*** (Attachment II, figure 4) or Map outlining the process involved in the development and approval of Plans. Including what follows after a strategy has been selected and funds to support that strategy identified. The Map also outlines the roles of the partners at every step in the process.
3. **A scalable, shovel-ready prevention program** that can be funded within a specific Domain and that aligns with, and contributes to, furthering the goals and outcomes of the PPSGC. This prevention program would be used to activate and refine the Plan Development process outlined above.
4. **A set of internal (PPSGC and PPCIT) templates/tools used to gather programmatic, performance measures, funding and staffing details** from CBs and County departments developing or administrating prevention programs that align with the PPSGC's goals and outcomes. Details gathered would be used by PPSGC/PPCIT staff to develop the Plans.

Taken collectively the efforts above serve as a framework that can be further refined or adopted during the transition shape the development of the new P&P Strategic Plan to refine strategies, identify funding, and develop potential action plans. Below is a detailed account of the updates outlined above and a brief review as to why the focus on prevention is so important especially given the current fiscal landscape.

REVISITING PREVENTION

The concepts of upstream P&P are deeply rooted in scientific and economic evidence and have been shown to reduce the need for later, more costly interventions. Effective programs and services that help County residents prevent negative outcomes, while also promoting stability and economic advancement for individuals, are both an investment in our future and a necessity. Prevention improves outcomes by addressing upstream drivers of inequity. Without programming to specifically address persistent disparities in outcomes, families will continue to have disproportionate involvement with the child welfare system, contributing to lower educational achievement, increases in chronic homelessness, and other negative outcomes. Without coordinated prevention, fragmented investments will fail to reduce disparities or maximize resources.

This is especially true for primary prevention services, before children and individuals are involved in crisis systems such as the child welfare and justice systems. Los Angeles County has a long history of investing in upstream prevention, such as evidence-based maternal and child home visitation programming. The County also has multiple past and current initiatives focused on shifting towards more upstream prevention, including opting into the implementation of the federal Family First Prevention Services Act (FFPSA).

Home visiting programs are an example of the County's investment in this type of programming. Home visiting programs, as cited in the April 2024 Los Angeles County Home Visiting Day 2024 Proclamation from Supervisors Solis and Hahn, "play an essential role in providing parents with the tools, navigation to resources, and a nurturing professional to partner with them on their pregnancy and parenting journey, with the goal of fostering happy and healthy families." As a two- generation approach, home visiting delivers both parent- and child-oriented services to ensure the whole family thrives. Home visiting programs can be considered as both a primary and secondary prevention strategy, promoting healthy child development and other positive outcomes for pregnant people, babies, and their families. They have also been shown to prevent adverse outcomes for pregnant people, young children, and their families, including those identified as indicators by the PPSGC.

Under the guidance of the PPSGC and PPCIT, the goals of the P&P Initiative was to both build upon this work and build out the tools, leadership and support necessary for departments to effectively collaborate and coordinate across programs, services and systems – with a particular focus on populations that are disproportionately affected by negative outcomes. The focus was on developing programs and strategies that improve the quality, efficiency, effectiveness, and coordination of already expansive P&P efforts within the County.

Given this approach, the PPSGC provides unique value by bringing together department heads to make collective agreements on shared priorities, funding, and outcomes. It provides a forum for aligning fragmented department budgets with shared population outcomes and enables County prevention investments to be coordinated with community expertise through partnerships with the

independent CBs. The PPSGC framed these efforts by using Life Course Theory (LCT), which was defined in the Motion as "a multidisciplinary approach to understanding how social, spatial, and institutional conditions affect the mental, physical, and social development of individuals over the life span, as a key framework to ground the County's prevention infrastructure development. LCT is population-focused and points to broad social, economic, and environmental factors as underlying causes of persistent inequalities."

Since April 2025, the PPSGC finalized Program, Staffing, and Spending Plan frameworks (Attachment II). It established domain-specific partnerships, including One Roof 2.0 (focused on TAY housing), the Regional Coordinating Council (focused on older adult homelessness), and Community Pathways 2.0 (focused on family well-being). The Committee conducted a Countywide program and funding inventory, identifying potential opportunities, and completed a comprehensive User Journey Mapping process to improve client navigation and reduce duplication. On top of this framework, the PPSGC and PPCIT worked with CBs and departments to drive the development of Plans, to achieve positive, lasting results. These activities and accomplishments, including progress made in the area of client consent developed through a partnership with the CEO's Policy Implementation and Alignment Branch (PIA) and the efforts of the CalAIM Justice Involved Initiative (CalAIM JI) workgroup, are detailed below.

ACTIVITIES / ACCOMPLISHMENTS SINCE APRIL 4, 2025 REPORT BACK

Data sharing and Universal Client Authorization
Consistent with the Board's directive for the PPCIT to, among other things, "…develop a universal data sharing customer and client authorization…" the PPCIT partnered with CEO-PIA, who is a member of the CalAIM JI workgroup. As a result of their efforts, the CalAIM JI workgroup finalized two participant consent forms (Consents), one for adults and one for youth. Each Consent allows for the sharing of data with six County departments involved in CalAIM JI, heath plans, contracted treating provider organizations, and third-party payers.

Furthermore, the Consents authorize data to be shared for the purposes of future treatment, health care operations, payment, service or benefit eligibility verification, health care and community support coordination, evaluation activities, program activities, and other purposes as described in the form.

To ensure a successful and productive transition, the PPSGC and PPCIT will continue to work with County Counsel and other County departments on expanding this consent to include additional human service departments and services in service of the new P&P Strategic Plan.

Activating the Prevention and Promotion Infrastructure

1. **The PPSGC**
    a. Members: Consists of nine-member body including County department heads and First Five LA, as identified in the Motion. Since the April 4 report, the PPSGC added two new members: the Departments of Youth Development and Aging and Disabilities, by replacing two members (the Chief Information Office and the CEO)

b. The roles of the PPSGC were to:
    i. Oversee coordination and collaboration of P&P services Countywide
    ii. Provide strategic leadership and facilitate cross-agency and CB alignment with shared strategies and data sharing
    iii. Work with the PPCIT to identify funding shifts and coordination to advance shared strategies
    iv. Make P&P-related policy and funding recommendations for the Board's consideration
    v. Maintain the focus and accountability on the achievement of identified objectives and implementation of approved Plans

2. The PPCIT

a. Members: Executive level decision-makers from 24 County departments and agencies organized by a PPCIT Manager
b. The roles of the PPCIT included:
    i. Supporting the PPSGC in developing the Plans, identifying funding and tracking funding shifts and recommending actions
    ii. Coordinating system-wide implementation, addresses barriers, promotes accountability
    iii. Supporting alignment, planning, implementation and monitoring of the Plans
    iv. Identifying new opportunities for interdepartmental collaboration, CB engagement and new connections across the P&P ecosystem

3. PPCIT Workgroups

a. Members: Over 100 Subject Matter Experts (SMEs) from County departments, organized into workgroups aligned with specific deliverables outlined in the Motion:
    i. User Journey Mapping: analysis of client-lived experiences when navigating the County's P&P Services, to inform the County's "no wrong door" policy
    ii. Funding Assessment: analyses of Funding data inventories & development of recommendations to blend and braid funding, and maximize resources
    iii. Contracting: analysis of Contract data to inform and support coordinated efforts to identify program and system-level opportunities
    iv. Data Sharing: analysis of barriers and potential solutions to data and information sharing that could impact cross-department collaboration
    v. Legal, Policy & Regulatory: analysis of systemic barriers at both program and policy levels to minimize barriers and leverage opportunities
b. The roles of the PPCIT Workgroups were to:
    i. Support operationalizing system-wide strategies/Plans
    ii. Provide informational and technical support during planning and implementation phases to enhance Plans developed

4. PPCIT Consultants and Work Products

a. Redstone Consulting – Conducted funding resource mapping and made recommendations for leveraging/braiding funding to support domain-specific strategies and Plans

b. Ernst & Young, LLP – Conducted a User Journey Mapping process and produced a report analyzing domain-specific client and customer experiences as they navigate County systems, identify barriers and opportunities and develop recommendations for improvement
c. Delivery Associates – Assisted with development of an operational management framework for implementation
d. Fuse Fellowship – Supported the PPCIT Manager by assisting to reinforce the PPCIT's coordination functions and facilitating the development, implementation and monitoring of Plans
e. DigiGeeks Collective – A network of strategic communications professionals provided expertise and support in the development of communications tools and strategies for the P&P initiative

5. **Coordinating Bodies**
The PPSGC and PPCIT are partnered with four CBs. The CBs are independent bodies working in collaboration with the PPSGC and PPCIT. They have portfolios, goals, and partnerships that are broader than the P&P goals. The CBs and their primary focus for this initiative are:
   a. **One Roof 2.0** - Focused on promoting stable housing for TAY
   b. **Regional Coordinating Council** - Focused on reducing homelessness for adults over 60
   c. **Community Pathways 2.0** - Focused on supporting families and children in navigating to services in their communities to meet their needs and avoid interactions with crisis systems
   d. **TAY Table** - Focused on promoting positive connections and outcomes for youth at risk of disconnection

   CB Membership: Representatives from departments, external stakeholders, people with lived experience and other SMEs.

   CB Roles:
   a. Align prevention-specific efforts supporting PPSGC's goals
   b. Surface opportunities/identify potential strategies for Plan development
   c. Engage other community partners/persons with lived experience
   d. In collaboration with the other members of the P&P infrastructure, identify strategies and develop plans for achieving positive life outcomes for residents within the defined populations and domains

Deepening the Partnership with Coordinating Bodies
It is important to highlight that CBs are independent, organic collaboratives and not bodies of the PPGSC. With the exception of the recently co-established TAY Table (April 2025), the PPSGC aligned itself with existing or evolving collaboratives already working on domain- and population-specific issues to achieve its P&P goals. The portfolios and foci of the existing collaboratives are extensive and often go beyond the prevention goals of the PPSGC. However, given their composition and proximity to communities, clients, and their respective strengths and needs, CBs are widely regarded as engines for change and innovation. Therefore, CBs are ideally positioned within

the P&P infrastructure to identify strategies and formulate plans tailored to meet the needs of the populations associated within each domain.

Given that some of these relationships were recently established, the PPSGC and PPCIT leadership met with the CB leadership to gain a deeper understanding of their origins and evolution, body of work, and decision-making processes. In an effort to formalize these new relationships and outline their potential applications, leaders of one CB drafted initial Operational Agreements to address common causes when they align with the PPSGC's P&P objectives. Additionally, the establishment of a Joint Leadership Team was being explored to enhance coordination and intentionality, thereby reducing duplication and the perpetuation of silos between the partners as the implementation of Plans were set to begin.

As a result of these leadership conversations, CBs were to begin reviewing and prioritizing existing or developing new prevention-related strategies and policies, with the end goal of identifying potential candidate strategies that could be developed into comprehensive Plans. This effort was also to be informed by a funding and program analysis process described in the section below and the findings from the User Journey Mapping process.

In the case of the One Roof 2.0 CB, a strategic service gap and shovel-ready sustainable voucher opportunity was identified to address TAY homelessness. Identification of this specific opportunity within the Housing and Homelessness domain resulted in the identification of catalytic funding through the PPSGC to support its development and incorporation into the Department of Health Services' Housing for Health (DHS-HFH) unit once it becomes part of the new Department of Homeless Services and Housing (HSH). Additional details about the funding role of the and PPCIT, and the catalytic nature of the funds used to activate the P&P infrastructure are discussed below.

Refining the Funding Role of the PPSGC and the PPCIT Funding Workgroup

In the April 4, 2025, update it was reported that PPCIT departments, in collaboration with CEO-ARDI and ISD, collected data related to P&P-related programs, funding streams, and contracts for services rendered by domain and target populations across various County geographies. This self-reported data was collated into a centralized data base referred to as the P&P Program and Funding Inventory (Inventory). Redstone Strategy Group (Redstone) was hired to validate the data contained in the Inventory, map the resources collated by domain and populations, conduct a funding analysis, and finalize recommendations for leveraging/braiding funding in support of plan development. Redstone and participating departments completed the validation process, which identified over 70 funding sources, supporting 180 prevention programs with a combined funding allocation of $5.7B, that align with the PPSGC's goals. However, this data was collected prior to the recent and wide-ranging federal policy changes and funding reductions. Given this shifting landscape, PPSGC should reassess and establish a process to regularly track and analyze the impact of these changes, particularly those affecting racial disparities and immigrant communities, as part of ongoing planning and decision-making. Additionally, while this self-reported data is a look in the rear-view mirror, it can help partners understand where programs exist, and what funding programs have relied on in the past to inform future planning. Additionally, this data can be used to identify funding sources that are at risk in Fiscal Year 2024-25 and beyond, and where there may be any potential underspend, the PPSGC will partner with the CEO to explore the feasibility of aligning any underspend with the PPSGC's approved outcomes subject to Board approval.

Furthermore, considering the roles and membership of the PPSGC, PPCIT, and Funding Workgroup, this analysis presents an opportunity to contribute to the monitoring of funding trends. It can also provide targeted guidance on the strategic use and integration of existing funds. Additionally, it can assist in coordinating the pursuit of funding opportunities currently underway, such as LACAHSA and BHSA, to facilitate the development and impact of P&P strategies.

Catalytic Funding and Prevention Program Development: An Illustrative Example

Consistent with the roles described above, the PPSGC identified a source of funding through one of its members (CEO-ARDI) to support the development of the TAY Homeless prevention program previously mentioned. Aligned with the Black People Experiencing Homelessness recommendations, the selected strategy resulted in the activation of the P&P infrastructure and the Plan Development process described in the section below.

As part of the activation process, discussions were held with the DHS-HFH unit and the new Department of HSH regarding the sustainability of the voucher program. As a result, HFH committed to incorporate and expand this program to include other vulnerable populations (e.g., older adults) once it transitions to the new Department.

Below is a brief description of the problem and the programmatic solution developed for the program:

1. **The problem:**
    a. One Roof 2.0's FYI Voucher Ad Hoc Committee identified a key strategic gap: TAY exiting the child welfare and juvenile justice systems face disruptions risks after exiting – placing them at significant risk of homelessness
    b. The Department of Children and Families (DCFS) and Safe Place for Youth led a workgroup that engaged Public Housing Authorities (PHAs) to support use of Department of Housing and Urban Development housing vouchers (Vouchers) to house TAY
    c. Despite receiving a Voucher, it took at least six months for TAY to secure housing due to housing availability and limited credit history, rental experience, etc.

2. **The solution:**
    a. Build on lessons learned by DCFS and other partners to build capacity among Intensive Case Management Service (ICMS) providers and other eligible contracted Community-Based Organizations (CBOs) to deliver specialized housing navigation support to TAY and work with additional PHAs to draw down additional Vouchers
    b. Increase the number of eligible County contracted providers and improve how they serve target populations experiencing homelessness, and expand the focus to other populations (e.g., older adults)
    c. Enhance the capacity of CBOs to house individuals faster and ensure their housing stability through training, technical assistance, and capacity building (e.g., securing master agreements with the County, working more effectively within the housing system and providing high-quality homeless services to specified populations)

This program is expected to indirectly improve participant engagement and case management and result in more effective and targeted services and make the process of housing individuals more efficient.

Internal Plan Development Templates

PPSGC and PPCIT staff, with expert support from the County Department of Public Health (DPH) on outcome measurement, developed a set of templates to capture the details needed from County departments/agencies and other CB partners to inform the development of the Plans in anticipation of submitting them to the PPSGC and the Board for consideration.

The tools will also be used to help guide County departments/agencies and CB partners administering or developing P&P programs to identify and refine their potential candidate strategies that can be shaped into Plans. Through the use of these tools, the programs proposed will contain, among other details, meaningful and measurable outcomes, sound programmatic and policy design for the target population, and address fiscal sustainability for the County.

The templates/tools developed are as follows:

1. **Program Screening Tool** – Used by County departments and/or CB leadership to determine whether candidate strategies or programming aligns with the PPSGC's populations, outcomes, and indicators. If alignment exists, DPH, PPSGC and PPCIT staff, and other PPCIT implementation resources would partner with County departments, CB leadership, and community stakeholders to review and complete the two subsequent templates.
2. **Program/Services Planning Tool** – Can be applied to all domains and consists of key programmatic information (e.g., program description, target population, opportunities/ potential barriers for implementation, data/evidence of effectiveness, etc.) that contributes to the development of the Program and Services Plan.
3. **Funding Resource and Staff Planning Tool** - A template that can be applied to all domains and allows for budget, contractual and human resource planning. This tool would contribute to the development of the Countywide Spending and Staffing Plans.

BRINGING IT ALL TOGETHER: THE PLAN DEVELOPMENT PROCESS

Below is a high-level overview of the steps involved in the Plan Development Process outlined in Attachment II, Figure 4. The description also illustrates the roles of each of the partners and their sequential activation as they are activated to conceptualize, produce, approve, and implement the desired Plans.

1. **Process for mobilizing P&P Infrastructure to support coordination of strategies and plan development.**
    a. CBs develop new or prioritize existing strategies and select one or a slate of candidate strategies to address domain-specific issues and population needs
    b. PPSGC and PPCIT staff, workgroups and implementation resources partner with CBs/County departments would develop concepts and complete screeners to ensure feasibility and alignment with PPSGC goals
    c. PPSGC and PPCIT staff would use the templates developed to create "Plan Packets" which were to be submitted to PPSGC for review/consideration
    d. PPSGC would review and approve the Plans, confirming that they reflected the Board's vision and addressed PPSGC priorities
    e. PPSGC would also confirm roles and performance metrics of partner departments for future evaluation

f. PPSGC-approved plans and related recommendations were to be submitted to the Board for consideration and approval
g. Once approved, the Plans would be returned to the PPSGC designated CBs and department leads for implementation
h. PPCIT would identify implementation needs and would engage departments to activate implementation and interdepartmental coordination
i. PPCIT would provide ongoing cross-departmental collaboration to support Plan implementation

Once programming was underway, PPSGC and PPCIT staff, and CB and department leads would continue to support implementation. CBs and departmental leads would ensure that program-level implementation was consistent with the approved Plan. As needed, the PPCIT would manage system-level coordination across departments and operations to support implementation. Working in tandem, these bodies were tasked with operationalizing and monitoring the Plans in alignment with the County's broader P&P vision.

2. **Progress Update in the Development of PPSGC-approved Plans**
In coordination with County departments and the PPSGC, the PPCIT CBs were actively developing strategies for implementation. Here is a high-level summary of the efforts that were being co-led by PPSGC, noting that these entities have a larger body of work underway than what is represented here:
   a. **Domain: Housing and Homelessness**
   Focused on promoting stable housing for TAY. In addition to the Voucher program, the One Roof 2.0 Coordinating Body convened a 2.0 Prevention Workgroup focused on strengthening transition planning and coordinated multi-agency wraparound support. In terms of collaboration, the 2.0 Housing Workgroup merged with a pre-existing Ad Hoc FYI/FUP Committee active in addressing housing supply concerns, and the Data Workgroup worked with the Integrated Data Committee of TAY Table Systems of Care, tasked with addressing data sharing needs for youth ages 11-26. The One Roof 2.0 CB Policy Workgroup and Steering Committee were collaborating to approve a set of program and service strategy recommendations to be conveyed to the PPSGC, currently under internal discussion and review.
   b. **Domain: Housing and Homelessness**
   Focused on Preventing Homelessness for Adults Over 60. The Regional Coordinating Council had put forward two candidate strategies for discussion and consideration aimed at minimizing risk of homelessness for older adults. Initial funding and other supports were being identified. Recent leadership changes within the Department of Aging and Disabilities put a pause on this process, but under new leadership fresh energy and new ideas could infuse the development of strategies for this domain.
   c. **Domain: Child Welfare and Family Well-Being**
   Focused on supporting families and children in navigating to services in their communities to meet their needs and avoid interactions with crisis systems and recognizing basic needs as one of the highest priorities for families and children. The Community Pathway 2.0 is working to implement recommendations included in the May 30, 2025, report back on the December 4, 2024, Board of Supervisors motion,

"Enhancing Linkages for DCFS Impacted Families" regarding food security. This may involve establishing a workgroup focused on Concrete Supports and Economic Well-Being with food security as its first area of focus. Community Pathway 2.0 has also launched a Community Pathway Collaborative, which brings together a large and diverse group of stakeholders representing County departments, community-based organizations, individuals with lived expertise, philanthropy, and others. The group meets quarterly and provides space for information exchanges, shared learning, relationship building, and identification of opportunities for collective impact.

d. **Domain: Behavioral Health**
Focused on promoting positive connections and outcomes for youth, aged 16- 26 at risk of disconnection. Launched in late April, the TAY Table CB has initiated discussion and planning aimed both at upstream prevention, and meeting youth where they are at. This new CB has met three times as a larger group and is progressing in the development of plans and strategies to make innovative and lasting change for this population.

Spending Plan
Given the 2025 Motion calls for the PPSGC to sunset as a Brown Act body upon completion of the new P&P Strategic Plan, this document also inlcudes a detailed Spending Plan (Attachment III) of the inititiative that will serve to close out the current P&P effort. Highlights of the Spending Plan include funding details regarding:

- Projected budget allocations corresponding to the Motion's directives, current allocations and the variance between them, as well as actual expenditures incurred
- The allocation of $5 million comprised of one-time funds, consisting of:
  - $4 million allocated by the Board to the CEO in support of the P&P Initiative, and
  - $1 million allocated by the DCFS Director to support the efforts of the PPSGC and the PPCIT
- An additional $1.6 million in additional departmental contributions made by four departments, for an overall County investment in the P&P effort of $6.6 million

Additional details regarding the allocations outlined above can be found in Attachment III.

Next Steps / Recommendations
In alignment with the directives of the 2025 Motion, and in coordination with the OCP, the PPSGC and PPCIT will leverage the P&P infrastructures, processes, tools and resources outlined in this report in support of the 2025 Motion directives, and development of the new P&P Strategic Plan.

Additionally, to ensure a successful and productive handoff during the transition, the PPSGC and PPCIT will continue to:

1. Support and participate in upcoming Consent-related efforts as needed to further the Motion's data sharing directives.
2. Implement the One Roof 2.0/HFH's scalable program to increase the quantity and capacity of ICMS to reduce the time to secure housing for TAY and other expanded populations.

3. Leverage the PPCIT's User Journey Maps findings, and funding and program analyses, and partner with OCP and relevant departments to inform the new P&P Strategic Plan.
4. Collaborate with CBs to refine strategies and ready potential plans using the PPCIT templates to inform the new P&P Strategic Plan.
5. Integrate the PPSGC's strategic direction and plans into OCP's newly developed Strategic Plan.
6. 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.
7. Given reduced funding, prioritize efforts to implement strategies that address identified target populations most in need of a continuum of well-defined prevention-oriented services.

Attachment II

Figure 1. Summary of Board Directed Plans

Board-Directed Plans

The July 25, 2023, P&P motion directed the PPSGC to develop the following plans to address the outcomes selected by the PPSGC in each Domain

Plans	Directive / Description	Responsible Parties	Actions
Programs and Services Plan	Develop programs and services plans that identify "operational inputs and outputs to achieve the specific outcomes" and how each department will "contribute to and be responsible for meeting the outcomes"	PPCIT • Collaborates with respective domain Coordinating Body (CB) • Recommends strategies and approaches for Plan (e.g., close strategic gaps, pursue new funding, etc.)	• Develop plans for each domain using inputs (e.g., CBs, UJM, funding analysis, etc.) • Submit to PPSGC for endorsement • Share with Board by December 2025 for implementation approval
Staffing Plan	Identify relevant positions that can be leveraged for prevention/promotion, develop cross-departmental staffing plan to support alignment with PPSGC's goals	PPSGC in collaboration with PPCIT, CEO, DHR and impacted departments	Staffing Plan to be developed following the approval of the Program and Services Plan
Spending Plan	Develop a comprehensive prevention and promotion programs and services spending plan, including recommendations for: • Coordinating local/state/federal funding sources • Identifying new sources of funding • Leveraging and braiding funding • Including a gap analysis of programs and services • A yearly spending comparisons of investments	PPSGC, in collaboration with CEO, and impacted departments	Spending Plan developed after approval of first two plans

Figure 2. Overview of P&P Infrastructure

The P&P Systems Infrastructure is made up of various entities committed to collaboration for positive outcomes

Board of Supervisors
Elected governing body of the County of Los Angeles

Prevention and Promotion Coordination and Implementation Team (PPCIT)
Executive level decision-makers from 24 County departments & agencies organized by PPCIT Manager

Prevention & Promotion Services Governing Committee (PPSGC)
A nine-member body including County department heads and First Five LA, identified by the Board

Implementation Resources
Support from Redstone Consulting, Ernst & Young, Delivery Associates and Fuse

Coordinating Bodies
Includes representatives from Departments, external stakeholders, and SMEs, not bodies of the PPGSC

- *One Roof 2.0*
- *Regional Coordination Council (RCC)*
- *Community Pathways 2.0*
- *Transition Age Youth (TAY) Table*

PPCIT Workgroups
100+ Subject Matter Experts (SMEs) from County departments, forming five workgroups

User Journey Mapping |Funding Assessment| Contracting| Data | Legal, Policy & Reg. Analysis

LA County Departments

Figure 3. Overview of Roles

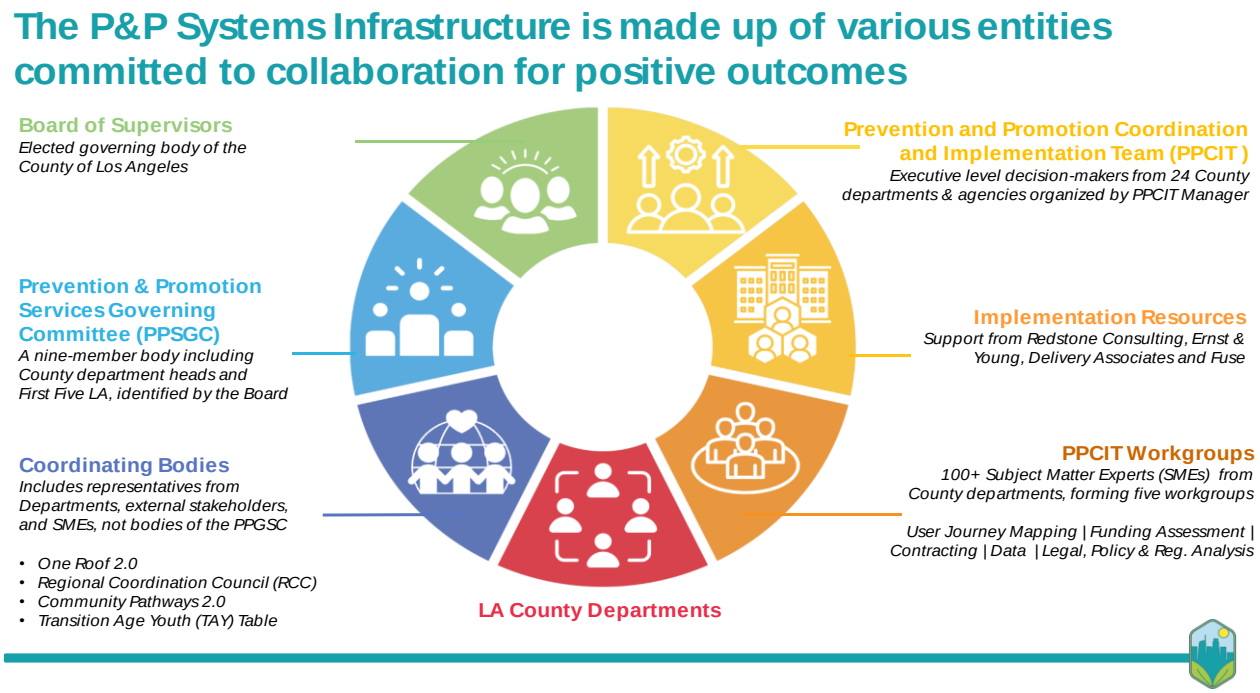
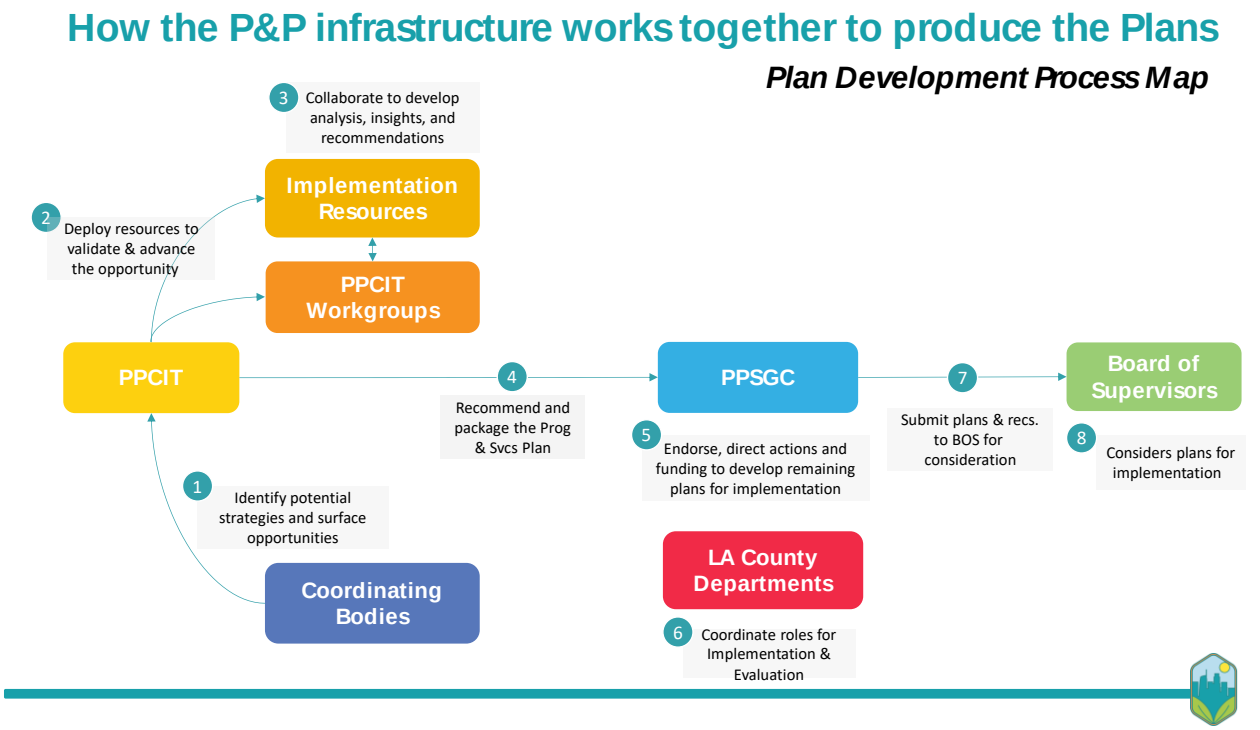


Figure 4. Plan Development Process Map



Attachment III

Los Angeles County Prevention and Promotion Initiative
Operating Budget

ALLOCATIONS BASED ON BOARD MOTION DIRECTIVES					DCFS			NCC						Additional Departmental Contributions				
Row	Board Motion Directives	Jul 10 2024 Report Allocation	Current Allocation[1]	Variance[1]	FY23-24 Expenditures	FY24-25 Expenditures	TOTAL	FY23-24 Expenditures	FY24-25 Expenditures	FY25-26 Expenditures	FY25-26 ENCUMBERED	FY25-26 COMMITTED	TOTAL	DCFS	DPSS	EO	CEO	TOTAL
1	PPSGC Staff/Support	$ 808,100	$ 2,443,433	1,635,333	$ -	$ -	$ -	$ -	$ 394,785	$ -	$ 543,648	$ -	$ 938,433	$ 410,000	$ 267,000	$ 418,000	$ 410,000	$ 1,505,000
2	Prevention and Promotion Outcomes and Metrics	$ 450,411	$ 548,007	97,596	$ 191,649	$ 79,895	$ 271,544	$ -	$ 201,463	$ -	$ 75,000	$ -	$ 276,463	$ -	$ -	$ -	$ -	$ -
3	Prevention and Promotion Dashboard	$ 10,000	$ -	(10,000)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
4	Programs and Services Plan	$ 199,998	$ -	(199,998)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
5	Operational Management Plan	$ 400,000	$ 18,859	(381,141)	$ -	$ -	$ -	$ -	$ 18,859	$ -	$ -	$ -	$ 18,859	$ -	$ -	$ -	$ -	$ -
6	Communications	$ 150,000	$ -	(150,000)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
7	Operational requests + Incentives	$ 126,700	$ 160,600	33,900	$ -	$ -	$ -	$ 58,000	$ -	$ -	$ -	$ -	$ 58,000	$ -	$ -	$ 102,600	$ -	$ 102,600
8	PPCIT Staff/Support	$ 1,117,926	$ 1,614,588	496,662	$ 318,103	$ 379,022	$ 697,125	$ 87,389	$ 116,500	$ 78,500	$ 635,074	$ -	$ 917,463	$ -	$ -	$ -	$ -	$ -
9	User Journey Mapping of customer and client experiences	$ 450,000	$ 640,158	190,158	$ -	$ -	$ -	$ 99,996	$ 239,962	$ 265,200	$ -	$ 35,000	$ 640,158	$ -	$ -	$ -	$ -	$ -
10	Comprehensive Legal, Policy, and Regulatory Analysis	$ 101,865	$ -	(101,865)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
11	Service Delivery Data Plan and Program	$ 100,000	$ -	(100,000)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
12	Comprehensive Services Contracting Plan	$ 50,000	$ -	(50,000)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
13	Annual Spending Plan (Funding/Resource Mapping)	$ 500,000	$ 825,000	325,000	$ -	$ -	$ -	$ -	$ 310,000	$ 125,000	$ 65,000	$ 325,000	$ 825,000	$ -	$ -	$ -	$ -	$ -
14	Community Engagement and Outreach Plan	$ 200,000	$ 100,000	(100,000)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,000	$ 100,000	$ -	$ -	$ -	$ -	$ -
15	Prevention and Promotion Annual Policy Agenda	$ 135,000	$ -	(135,000)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
16	County Counsel Advisory Services	$ 200,000	$ 78,847	(121,153)	$ 25,509	$ -	$ 25,509	$ -	$ 23,338	$ 7,940	$ 22,060	$ -	$ 53,338	$ -	$ -	$ -	$ -	$ -
NA1	Not included in July Report (Program and Funding Inventory)	$ -	$ 170,604	170,604	$ 5,822	$ -	$ 5,822	$ -	$ 144,782	$ 4,913	$ 15,087	$ -	$ 164,782	$ -	$ -	$ -	$ -	$ -
NA2	Not included in July Report (TAY Table - launched April 2025)	$ -	$ 7,504	7,504	$ -	$ -	$ -	$ -	$ 7,504	$ -	$ -	$ -	$ 7,504	$ -	$ -	$ -	$ -	$ -
	Totals	**$ 5,000,000**	**$ 6,607,600**	**$ 1,607,600**	**$ 541,083**	**$ 458,917**	**$ 1,000,000**	**$ 245,385**	**$ 1,457,193**	**$ 481,553**	**$ 1,355,869**	**$ 460,000**	**$ 4,000,000**	**$ 410,000**	**$ 267,000**	**$ 520,600**	**$ 410,000**	**$ 1,607,600**

[1]Includes additional departmental contributions

Overview

The above Operating Budget provides budget and expenditure details related to P&P projects. The details and expenditures incurred since the inception of the County's P&P Initiative.

The original budget allocations (white table) reflect the Board Motion directives, and needs identified by the PPSGC, the PPCIT and member departments. Initial projected expenditures were reported to the Board by the CEO in a July 10, 2024, memo, developed in partnership with the PPSGC Chair and Interim Executive Director. Each row (except for those labeled "NA1" and "NA2") correspond to a Motion directive and contained in the Expenditure Table of the CEO memo. The white table above also includes current allocations for each item as well as the variance between the item's projected and current allocation.

Expenditures incurred are detailed in the green tables and organized by department and funding source: the Department of Children and Family Services (DCFS) and Net County Cost (NCC). Additional departmental contributions are reflected in the blue table and are organized by department.

Overall, a total budgeted amount of $5 million was allocated for the P&P effort, consisting of one-time funds that were initially projected to be used over a two-year span. Funding is comprised of:

- $4 million in NCC allocated to the CEO by the Board via the Motion in support of the P&P Initiative, and
- $1 million allocated by the DCFS Director to support the efforts of the PPSGC and PPCIT

An additional $1.6 million was invested in the form of additional departmental contributions by four departments: DCFS, DPSS, CEO and the EO, bringing the overall County investment in the P&P effort to $6.6 million.

Allocations by Category

Generally, the allocations outlined in the Operating Budget can be organized into the following categories:

- Staffing support
- Consultant support
- Technical support (e.g., outcome & metric development)
- Convenings/Operational support/Outreach/Community Engagement (e.g., venue rentals, interpretation services, convening expenses, incentives for people with lived experience, etc.)
- Legal Counsel

Below is a summary of initial projected allocations vs. actual allocations and variances by category:

Categories	Projected Allocations	Current Allocations	Variances	Comments
Staff support	$1,926,026	$4,058,021	$2,131,995	The variance reflects additional departmental contributions that were not added to the initial projected PPSGC allocation. It also includes support for current implementation efforts.
Consultant support	$2,086,863	$1,484,017	($602,846)	Includes, but not limited to allocations for UJM, Operational Management, Funding/Resource Mapping updates.
Technical support	$460,411	$718,611	$258,200	Includes development of Life Course Theory outcomes/metrics, a P&P Dashboard, and the P&P Program & Funding Inventory.
Convenings/Community-related	$326,700	$268,104	($58,596)	Includes community convenings/logistics, engagement & incentives.
Legal Counsel	$200,000	$78,847	($121,153)	Includes allocations for County Counsel services.
Totals	**$5,000,000**	**$6,607,600**	**$1,607,600**	

PPSGC Coordination Meeting Cost
The cost of PPSGC's monthly coordination meetings – covering staff and County Counsel time for developing, reviewing, and posting agendas and materials, as well as providing support during the meetings – was approximately $158,830. This amount does not include staffing costs covered via additional contributions made by the four departments mentioned above or PPSGC staff not directly involved in preparing the monthly meetings.

In alignment with the directives of the 2025 Motion, the PPSGC and PPCIT, in partnership with OCP, will leverage the P&P infrastructures, processes, tools and resources as outlined in this section in support of the 2025 Motion directives. To ensure a successful and productive handoff during the transition, the PPSGC and PPCIT will continue to work on initiatives that are underway and supported by the current allocations in service of informing the development of the new P&P Strategic Plan.