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**Chief Executive Office.**

**COUNTY OF LOS ANGELES**

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**Chief Executive Officer**

Fesia A. Davenport

"To Enrich Lives Through Effective and Caring Service"

**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

March 06, 2024

11 March 6, 2024

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

JEFF LEVINSON  
INTERIM EXECUTIVE OFFICER

Dear Supervisors:

**COUNTY OF LOS ANGELES 2024 - 2030 STRATEGIC PLAN  
(ALL DISTRICTS)  
(3-VOTES)**

**SUBJECT**

Proposed endorsement and adoption of the County of Los Angeles 2024 - 2030 Strategic Plan

**IT IS RECOMMENDED THAT THE BOARD:**

1. Endorse and adopt the County of Los Angeles 2024 - 2030 Strategic Plan, Choose LA County: To Live! To Invest! To Work! (Plan).
2. Instruct the Chief Executive Officer, in cooperation with departments, to develop initiatives that implement Plan objectives.
3. Direct the Chief Executive Officer, or her designee, to provide the Board with an update on the progress of the Plan, one year from its adoption.
4. Direct the Chief Executive Office to develop a process to monitor and measure activity and progress under the Plan.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The 2016 - 2021 County Strategic Plan was adopted by the Board of Supervisors (Board) on November 15, 2016. The Plan was modified since 2016 to reflect new challenges and changes in the economy and extended through 2023. However, in the eight years since the plan's initial

adoption, the County's economic, political, social, and technological landscape has changed dramatically. A new strategic plan is required to leverage these changes, to align the work of departments with the Board's vision, and to communicate the County's general path going forward while remaining cognizant that much work will continue to be done outside of the Plan.

Given our changed environment, the Chief Executive Officer seeks this Board's approval, of the proposed County of Los Angeles 2024 - 2030 Strategic Plan (Attachment I), which includes its vision, mission, racial equity principles, as well as North Stars, Focus Area Goals, and Strategies. The Board's adoption of the Plan will provide continued direction to County department heads, managers, supervisors, and line staff to continue moving forward with efforts to improve the lives of County residents, to positively impact communities, and to model governmental efficiency, innovation, equity, and transparency.

### **FISCAL IMPACT/FINANCING**

There is no direct or immediate fiscal impact related to the adoption of the Plan; however, some Plan objectives may require a commitment of financial resources at a later date. While always maintaining the balance between service delivery and fiscal sustainability, additional financial resources related to the implementation of the Plan will be evaluated when the need is identified and aligned with the County's budget planning process.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

#### Plan Development Process

In the April 2016 "Driving Transformative Change in Los Angeles County" report, the Chief Executive Office (CEO) committed to developing a system to ensure the efforts of County departments support the Board priorities to positively impact the lives of children, adults, families, and businesses in Los Angeles County. The Plan will inform the County's planning, programming, and budgeting over the next six years. As the County moves towards a generative model, our planning process was different than in years past. This time, the Plan seeks to develop a policy agenda that is human-centered and equity-based. In addition, the CEO used Board-Directed Priorities and Board initiatives to serve as the foundation of the Plan, as well as alignment with County departments.

#### Incorporation of Racial Equity Principles/Stake Holder Engagement

The County's Racial Equity Principles adopted by the Board are included in the Plan and are understood to be at the core of all the Focus Areas and strategies included in the Plan. This path was taken because of the robust stakeholder feedback considered and embedded into many of the Board Priorities and Board Initiatives. The County has engaged internal and external stakeholders in the development of multiple programs and plans in response to the Board's priorities. Since the development of the Fiscal Year 2016 - 2021 Countywide Strategic Plan, the County has developed multiple strategic plans across various disciplines and departments. Departments have developed strategic business plans focused on their operations. The Board has directed plans to be developed which address high-level policy priorities. These plans include, but not limited to the Poverty Alleviation Initiative's Strategic Framework, the Homeless Initiative's Strategic Framework, the Countywide Plan, the Climate Action Plan, Our Sustainability Plan, Transformation Change for Women and Girls in Los Angeles County, and the Racial Equity Strategic Plan. The development of these various plans has included significant stakeholder and community input; including listening

sessions, development workshops, community meetings, targeted outreach, the use of advisory boards, and 30-day comment periods.

### Aligning Departmental Efforts with Board-Directed Priorities and Board Initiatives

This Board has adopted policies to address some of the County's most complex societal challenges by establishing the following priorities and initiatives: Child Protection; Care First, Jails Last; Health Integration; Homelessness; Sustainability; Environmental Justice & Climate Health; Immigration; Anti Racism, Diversity, and Inclusion; and Poverty Alleviation. In some instances, efforts to address these challenges were already underway. However, the Board's action was the Plan's impetus for driving deeper collaborations between County departments, deeper collaborations between County departments and their partners, a sustained focus on addressing these challenges, and more meaningful stakeholder engagement.

The Plan includes three broad North Star Goals, 17 Focus Areas and 60 Strategies that encompass Board-Directed Priorities, Board Initiatives, as well as existing and planned work of County departments. With both Board-Directed Priorities and Board Initiatives, highly collaborative, multi-departmental public private relationships must be established, enhanced, and/or managed.

### Departmental Input

We embarked on strategic planning as an opportunity for collaboration among all County departments to make a collective impact. The departments were an integral part of the development of the Plan. Department heads and/or their representatives incorporated and considered their strategic business plans that focused on their operations and goals. The development team went through several months of thoughtful and thought-provoking activities, sharing their thoughts, ideas, and aspirations to move LA County forward.

### Performance Measurement and Next Steps

Upon Board approval, the Plan will be effective immediately. The CEO will work with departments to develop, enhance, or refine implementation initiatives. The CEO will also conduct initial data collection on baseline measures to track Plan progress. In collaboration with departments, data submission and collection, platforms may be developed so that the CEO can collect and report metrics per each strategic plan focus area and strategy as applicable. Finally, the CEO, in consultation with the Chief Information Officer, will convene a meeting of County department representatives to develop a framework for reporting on Countywide progress in the annual Strategic Plan report that is representative of the strategic plan, as well as the Board-Directed Priorities.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The Plan will provide the CEO with a tool that ensures the alignment of the work of the County departments with Board-Directed Priorities and Board initiatives that will help to embrace equity, remedy past injustices, and continue to positively impact residents, communities, and government. Ultimately, the aim is better outcomes for constituents and communities as a whole.

The Honorable Board of Supervisors

3/6/2024

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Respectfully submitted,

A handwritten signature in black ink, appearing to read "Fesia A. Davenport". The signature is fluid and cursive, with a large initial "F" and "D".

FESIA A. DAVENPORT

Chief Executive Officer

FAD:JMN:CDM

LJ:kdm

Enclosures

c: Executive Office, Board of Supervisors  
All Department Heads  
Departmental Chief Deputies  
Administrative Deputies  
Department Chief Information Officers

## **Introduction to Our 2024 – 2030 Countywide Strategic Plan**

With more than 9,700,000 residents, Los Angeles County (County) is the largest County in California and the United States. The County's workforce is over 100,000 strong and comprised of a dedicated public service workforce that has proven time and time again that they are ready to meet the moment and provide caring and effective service to the residents and community at large in their times of need, on a day-to-day basis and during emergencies.

The County's 2024 - 2030 Countywide Strategic Plan (PLAN) reflects the most important work for the County in the years to come. Aligned with the Board of Supervisors' Board-Directed Priorities, it seeks to drive the creation of ecosystems that enable families and communities to thrive. The PLAN will inform the County's planning, programming, and budgeting over the next six years. As the County moves towards a generative model, the PLAN seeks to develop a policy agenda that is equitable and tailored to meet the needs of our residents. Ultimately, the aim is better outcomes for our constituents and communities.

### **Vision**

A value-driven culture, characterized by extraordinary employee commitment to enrich lives through effective and caring service, and empower people through knowledge and information.

### **Mission**

Establish superior services through inter-departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County.

### **Values**

*Integrity:* We do the right thing by being honest, transparent, and accountable.

*Inclusivity:* We embrace the need for multiple perspectives where individual and community differences are seen as strengths.

*Compassion:* We treat those we serve, and each other, the way we want to be treated.

*Customer Orientation:* We place our highest priority on meeting the needs of our customers.

*Equity:* We recognize that individuals have different circumstances and the importance of allocating the resources and opportunities needed to reach an equal outcome.

## **COUNTYWIDE STRATEGIC PLAN FRAMEWORK**

### **Focus Area Goals**

The PLAN's 17 focus area goals intend to drive service delivery where services are easy to access to address multiple needs and root causes. It has been designed to meet individuals wherever they are in their circumstances, provide resources, and create opportunities that will lead to stable housing, knowledge and skills required to secure a living wage job, preventive health services, and access to play and entertainment, all of which are components of what most consider a good life. In addition, the PLAN will help drive programming, resources, and greater investments in under-resourced communities to build their capacity to self-generate resources and opportunities and realize their fullest potential.

### **Racial Equity Principles and Goals**

The PLAN incorporates the County's Racial Equity Principles, enabling environment goals, and provides alignment across the County's multiple strategic initiatives which seek to effectuate change by increasing access, economic opportunity, equity, and overall healthy communities.

#### *Racial Equity Principles:*

- Reduce racial disparities in life outcomes, as well as disparities in public investment to shape those outcomes.
- Develop and implement strategies that identify, prioritize, and effectively support the most disadvantaged geographies and populations.
- Authentically engage community residents, organizations, and other community stakeholders to inform and determine interventions (e.g., policy and program) and investments.
- Seek to improve long-term outcomes both intergenerationally and multi-generationally.
- Use data to effectively assess and communicate equity needs and support timely assessment of progress.
- Disaggregate data and analysis within racial/ethnic, gender, and other demographic population categories.
- Work collaboratively and intentionally across departments, as well as across leadership levels and decision-makers.
- Act urgently and boldly to achieve tangible results.
- Align policies, processes, and practices to effectively address equity challenges throughout the County's workforce (personnel, contractors, and vendors).

## **COUNTYWIDE STRATEGIC PLAN FRAMEWORK**

- Intervene early and emphasize long-term prevention.

Further, the Racial Equity Strategic Plan Goals are addressed at a high level within the County Strategic Plan's Focus Area Goals.

*The Racial Equity Strategic Plan 10-year goals are as follows:*

- *Strategic Goal #1: Increase the Attainment of Postsecondary Credentials with Significant Labor Market Value*
- *Strategic Goal #2: Reduce Adult First-Time Felony Convictions*
- *Strategic Goal #3: Increase Stable Full-Time Employment Among Individual Adults with Incomes at or Above 250% Federal Poverty Level (FPL)*
- *Strategic Goal #4: Increase the Percentage of Families with Incomes Above 250% Federal Poverty Level (FPL) for a Family of Four*
- *Strategic Goal #5: Reduce Infant Mortality*

### **Board-Directed Priorities**

The Board-Directed Priorities continue to be reflected in the County's strategic plan north stars, focus area goals, and strategies. These priorities address child protection, health integration, justice reform, the homeless crisis, environmental issues, assisting immigrants, ensuring the County's future sustainability, eliminating racism and bias, and alleviating poverty.

## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

CHILD PROTECTION	
ALLIANCE OF HEALTH INTEGRATION	
CARE FIRST, JAILS LAST	
HOMELESSNESS	
ENVIRONMENTAL JUSTICE & CLIMATE HEALTH	
IMMIGRATION	
SUSTAINABILITY	
ANTI-RACISM	
POVERTY ALLEVIATION	

### Departmental Participation

The strategic planning process presented an opportunity for collaboration among County departments to make a collective impact. The departments were an integral part of the development of the Countywide Strategic Plan; during the process, they incorporated their strategic business plans which are focused on their operations and goals. The development team then went through several months of thoughtful and thought-provoking activities, sharing their thoughts, ideas, and aspirations to move LA County forward. The Chief Executive Office's (CEO)'s



## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

strategic planning team fine-tuned the input received and performed further analysis and review to ensure that the Board's priorities are clearly reflected and incorporated into the PLAN. The PLAN is the culmination of these efforts. Like any long journey, it was planned with an understanding of the need to be responsive and flexible, as adjustments may be necessary along the way.

### Stakeholder Engagement/Public Input through Multiple Initiatives

The County has engaged internal and external stakeholders in the development of multiple programs and plans in response to the Board's priorities. Since the development of the FY 2016 - 2021 Countywide Strategic Plan, the County has developed multiple strategic plans across various disciplines and departments. The Board has directed plans to be developed which address high-level policy priorities. These plans include but are not limited to the Poverty Alleviation Initiative's Strategic Framework, the Homeless Initiative's Strategic Framework, the Climate Action Plan, Our Sustainability Plan, Transformation Change for Women and Girls in Los Angeles County, and the Racial Equity Strategic Plan. The development of these various plans has included significant stakeholder and community input including listening sessions, workshops, community meetings, targeted outreach, the use of advisory boards, and 30-day comment periods. A sample of the stakeholder engagement process for the Anti-Racism, Diversity and Inclusion (ARDI) Plan, the Poverty Alleviation Strategic Framework, the new Homelessness Framework, Our County Sustainability Plan, Office of Child Protection (OCP), the Office of Immigrant Affairs, and Care First, Jails Last is included below to illustrate the input considered by our various initiatives and department leads as they sought community engagement to produce their own plans. The input and feedback gained during the stakeholder engagement opportunities were considered and incorporated into the PLAN.

Framework/Plan	Stakeholder Engagement/Input Process
<b>ARDI Strategic Plan</b>	Countywide Racial Equity Strategic Plan (RESP) developed through: <ul style="list-style-type: none"><li>• Eight-month planning process between July 2021 and May 2022, staff from 29 County departments participated in 25 planning workshops to implement the <i>Six-Step Planning Process</i></li><li>• In total, 51 events took place with more than 1,300 participants in attendance.</li><li>• ARDI will continue to engage, seek consultation from and partner with, internal and external stakeholders as</li></ul>

**COUNTYWIDE STRATEGIC PLAN FRAMEWORK**

Framework/Plan	Stakeholder Engagement/Input Process
	<p>the County embarks on implementing the plan and other equity related initiatives.  <i>Source: ARDI Strategic Plan (RESP)</i></p>
<p><b>Poverty Alleviation</b></p>	<ul style="list-style-type: none"> <li>• The Poverty Alleviation Initiative (PAI) began its work by holding numerous listening sessions across the County between October 2021 and March 2022.</li> <li>• 1,024 participants were engaged, including 643 residents and individuals with lived expertise, to seek ideas for the strategic framework.</li> <li>• 148 community-based organizations and stakeholder entities across the County (including some state and national partners) and employees from 23 County departments participated in listening sessions to develop the framework.</li> </ul> <p><i>Source: PAI – Strategic Framework, “Stepping Up Together”</i></p>
<p><b>Homeless Initiative (HI) Framework</b></p>	<ul style="list-style-type: none"> <li>• A series of 14 community listening sessions were held from September 28th – October 24th, 2022, to get public input on its new framework of strategies and draft recommendations.</li> <li>• HI also created a dedicated webpage for the strategy reassessment process, released the draft framework online prior to the community input sessions, and provided an opportunity for the public to submit written comments on the framework through an online form.</li> <li>• During these listening sessions, the Homeless Initiative presented a new framework and plans to use feedback from stakeholders to ensure accelerated implementation and responsiveness to the unique needs/priorities of diverse communities.</li> </ul> <p><i>Source: Report Back On The Reevaluation Of 47 Board Approved Homeless Strategies (Item No. 43-C, Agenda Of April 20, 2021)</i></p>
<p><b>Sustainability Plan, Our County</b></p>	<p>Stakeholder engagement process spanned from June 2018 to May 2019, co-led by UCLA and Liberty Hill Foundation. The engagement process was developed by Liberty Hill Foundation</p> <ul style="list-style-type: none"> <li>• A designated Community-Based Organization (CBO) Anchor in each of the five Supervisorial Districts would serve as a partner. These organizations played a central role in uplifting equity discussions, both by participating in the design and facilitation of workshops, as well as by ensuring that discussions were inclusive of the perspectives of low-income communities of color.</li> </ul>

**COUNTYWIDE STRATEGIC PLAN FRAMEWORK**

Framework/Plan	Stakeholder Engagement/Input Process
	<p><i>Phase 1:</i></p> <ul style="list-style-type: none"> <li>• 11 total workshops presented draft goals and strategies.</li> <li>• Nearly 600 attendees from nearly 300 unique organizations shared input.</li> </ul> <p><i>Phase 2:</i></p> <ul style="list-style-type: none"> <li>• Two Draft Review Sessions organized by UCLA reconvened stakeholders from all sectors to provide feedback on draft.               <ul style="list-style-type: none"> <li>◦ 155 individuals representing 115 public, private, and nonprofit organizations attended.</li> </ul> </li> <li>• A series of publicly accessible environmental fairs to facilitate discussions were held, organized by Liberty Hill and CBO Anchor Organizations.               <ul style="list-style-type: none"> <li>◦ 361 individuals attended and another 81 staff and volunteers facilitated discussions.</li> </ul> </li> </ul> <p><i>Source: Our County Stakeholder Engagement Summary; Our County Final Plan</i></p>
<p><b>OCP Strategic Plan</b></p>	<p><a href="#">OCP's 2016-2026 Strategic Plan</a> was developed through:</p> <ul style="list-style-type: none"> <li>• Leveraging and building on the work of the 2014 Board-adopted Blue-Ribbon Commission on Child Protection's report that recommended several improvements to the County's child protection network.</li> <li>• In 2015-2016, OCP convened more than 500 stakeholders from across the County to gather input for the OCP Strategic Plan. These convenings included community and faith-based organizations, advocates, school districts, law enforcement, juvenile court, County departments, citizen groups and clubs, County commissioners, universities, and philanthropic organizations.</li> <li>• OCP also held focus groups specifically for youth in care, transition-aged youth, biological parents, relative caregivers, resource families, and DCFS line staff.</li> <li>• OCP continues to engage and partner with a broad array of stakeholders, community partners, and those with lived-expertise in developing and implementing its strategic priorities in <a href="#">prevention</a>, <a href="#">education</a>, and <a href="#">addressing youth with complex needs</a>. OCP's ongoing efforts to implement its strategic plan objectives and engagement of stakeholders across the initiatives are reported in quarterly <a href="#">"OCP Progress Updates"</a> to the Board.</li> </ul>

**COUNTYWIDE STRATEGIC PLAN FRAMEWORK**

Framework/Plan	Stakeholder Engagement/Input Process
<p><b>OIA – Office of Immigrant Affairs</b></p>	<p><b>RepresentLA: Four-Pillar Program to Provide Legal Representation and Linkage to Wraparound Support Services for Immigrants and their Families.</b> In the process of developing a program framework to provide equitable, comprehensive immigration legal services and linkage to wraparound support services available for immigrants and their families, OIA hired and worked closely with a consultant, Grantmakers Concerned with Immigrants and Refugees (GCIR), to develop a report for a model program. In preparing this report for OIA, GCIR conducted interviews with 100 public, non-profit/CBO and legal service stakeholders that serve immigrants and their families. This work resulted in a report recommending a comprehensive public/private four-pillar program that was adopted by the Board of Supervisors, and OIA subsequently implemented in partnership the City of Los Angeles, the California Community Foundation, and the Weingart Foundation.</p> <p><b>Equitable Post-Pandemic Recovery:</b> In the course of collaborative efforts with ARDI to ensure an equitable post-pandemic recovery, OIA and ARDI engaged staff from 12 County departments and 91 CBOs to identify opportunities to improve immigrant access to County resources. OIA and ARDI conducted four engagement sessions with over 30 participants contributing to the discussion that informed the recommendations to the Board. OIA will continue to engage community stakeholders and all County departments to develop strategies to improve County service delivery.</p>
<p><b>JCOD – Care First, Jails Last</b></p>	<p>The Alternatives to Incarceration (ATI) Office collaborated with community members, stakeholders, and County leadership in an unprecedented effort to create a spending plan focused on Care First, Jails Last, including:</p> <ul style="list-style-type: none"> <li>• 1,608 stakeholders engaged throughout the initiatives, 19 advisory meetings, 25 subcommittee meetings, and 2 listening sessions.</li> <li>• More than 430 hours of community meetings with an average of 100-200 attendees.</li> <li>• Additional meetings with community and philanthropic organizations.</li> <li>• Community Cabinet consisting of 21 community organizations.</li> </ul> <p><i>Source: Year 1 Annual Report Presentation</i></p>

## ***COUNTYWIDE STRATEGIC PLAN FRAMEWORK***

It was imperative to incorporate this input and strategically formulate the PLAN drawing upon the feedback and priorities highlighted by stakeholders participating in each of these efforts to harness their contributions while simultaneously avoiding redundancy. Further, it is vital to strategically align and maximize impact across the various departments and Board priorities. Therefore, the CEO not only considered the stakeholder feedback from each County department and Board initiative, but also consulted the County Board of Supervisors to ensure alignment with the vision of the electorate, communities, and leadership of the County of Los Angeles.

### **Performance and Metrics**

The CEO, in collaboration with the Chief Information Officer (CIO), will work with departments to develop, enhance, or refine their specific implementation initiatives and performance metrics that address the strategies outlined in the PLAN. An annual report of progress that is representative of the strategic plan, as well as the Board-Directed Priorities, will be developed. The CEO will collect data on measures to track the PLAN's progress at the County service/client level. In collaboration with Departments and ARDI, data submission and reporting will be analyzed using an equity lens, as applicable. The CEO will collect and report metrics per each strategic plan focus area and strategy with the goal of showing how the County programs and/or services are impacting the clients we serve. The metrics chosen will be aligned with the racial equity framework and will be used to inform the investment of resources through the County's budgeting process.

## **COUNTYWIDE STRATEGIC PLAN FRAMEWORK**

### **NORTH STARS**

The PLAN's North Stars are derived from the FY 2016 - 2021 Strategic Plan. They continue to be aspirational, relevant, and provide us with continuity of our strategic direction.

**I. Make Investments That Transform Lives** - Society's most complicated social, health, employment, and housing challenges will be aggressively addressed. LA County is a highly responsive organization capable of responding to complex societal challenges – one person at a time.

**II. Foster Vibrant and Resilient Communities** - Investments in the lives of County residents are sustainable only when grounded in strong communities. LA County is the hub of a network of public/private partnering agencies, faith-based organizations, community-based organizations, philanthropic organizations, and local governments that will foster vibrant and resilient communities.

**III. Realize Tomorrow's Government Today** - The increasingly dynamic and complex environment challenges collective abilities to respond to public needs and expectations. LA County is an innovative, flexible, effective, and transparent partner focused on advancing the common good and being fiscally responsible.

### **OVERVIEW: 3 NORTH STARS, 17 FOCUS AREA GOALS**

#### **I. MAKE INVESTMENTS THAT TRANSFORMS LIVES**

One of the County's foundational responsibilities is to serve as the safety net for those residents who rely on the County to support their journey from crisis to stability. The County recognizes that the fundamental needs of individuals must be met before whole communities can thrive and be resilient. The County is equally committed to eliminating disparities and inequities and tackling long-standing societal challenges by addressing the needs of our most vulnerable populations, as well as removing barriers to social and economic stability and mobility through investments in health, jobs, sustainable wages, and housing. Further, youth must be supported and thriving to secure a better future for all.

#### ***NORTH STAR I GOALS***

*LA County is a highly responsive organization investing in solutions that address our most complex societal challenges (health, jobs, housing, food insecurity, and recidivism) affecting our most vulnerable communities - one person at a time.*

## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

- A. **Healthy Individuals and Families:** Invest in County health systems and expand care capacity that supports the physical health, mental health, and well-being of individuals across the life course continuum. This includes addressing the social determinants of health that impact residents' well-being.
- B. **Employment and Sustainable Wages:** Support social mobility, economic and workforce development, job training, meaningful connections, and access to employment opportunities with sustainable wages for County residents, with emphasis on those who are experiencing barriers to employment or the ability to earn a sustainable wage. Support small and large business growth to maintain job supply.
- C. **Housing and Homelessness:** Support efforts that prevent displacement, increase access to housing stability, develop more affordable housing, sustain homeownership opportunities, and enhance the effectiveness of the County's homeless rehousing system.
- D. **Support Vulnerable Populations:** Address conditions which drive interactions with the County's child welfare, homeless rehousing, carceral, law enforcement and justice systems.

## II. FOSTER VIBRANT AND RESILIENT COMMUNITIES

The overall well-being and resiliency of our communities is vital to ensure that the County's investments are sustainable. We recognize that services and intervention alone, are not the answer. An equitable distribution of resources, investments, the availability of economic and business opportunities, and access to amenities is critical to thriving communities.

### **NORTH STAR II GOALS**

*Investments in the lives of County residents are sustainable only when grounded in strong communities. LA County, with the support of a network of public/private partnering agencies, faith-based organizations, community-based organizations, philanthropic organizations, and local governments will foster vibrant and resilient communities.*

- A. **Public Health:** Address community-wide issues, social determinants of health, risks and conditions that contribute to health disparities and threaten healthy lifestyles, and environmental and community health.
- B. **Care First, Jails Last:** Implement a new vision of community safety in Los Angeles County, one centered on health solutions and services provided in the community so that jail is the last option rather than the first and only response.

## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

- C. **Public Safety:** Enhance the safety of the public and our communities by addressing the risks, danger, harm, and conditions that cause, drive, or can help mitigate unlawful activity and crime, and supports law enforcement accountability and transparency.
- D. **Sustainability:** Focus on environmental justice, particularly in communities that have long endured industrial contamination, and “Our County” Sustainability Plan’s 12 broad, aspirational, and cross-cutting goals that embrace positive change and address sustainability issues regionally. ([Our County: The Los Angeles County Sustainability Plan](#)).
- E. **Economic Health:** Deploy and diffuse community resources and investments through partnership with community-based institutions, organizations, corporations, and small businesses to enhance the economic health of all communities.
- F. **Community Connections:** Invest in our communities, and create public spaces and programs that are welcoming, accessible, where all residents can build relationships, create social networks, feel connected, and can access opportunities.

### III. REALIZE TOMORROW’S GOVERNMENT TODAY

LA County strives to be more transparent, effective, innovative, and responsive to the needs of constituents by providing accessible, timely, and high-quality governmental and municipal services. Further, the County is committed to instituting policies, practices, and programs that address and remediate issues of inequity and positively impact the lives of the individuals, communities, and unincorporated areas we serve, regardless of immigration status.

#### **NORTH STAR III GOALS**

*The increasingly dynamic and complex environment challenges collective abilities to respond to public needs and expectations. LA County is an innovative, flexible, effective, and transparent partner focused on advancing the common good and being fiscally responsible.*

- A. **Communication and Public Access:** Provide increased transparency and accessibility to government services and communication, including information that is easy to understand and available in multiple languages and formats.
- B. **Diverse and Inclusive Workforce:** Strive to meet the highest standards and promote a more diverse and inclusive County workforce that seeks to be representative of County residents.



## **COUNTYWIDE STRATEGIC PLAN FRAMEWORK**

- C. **Equity-Centered Policies and Practices:** Institutionalize the use of an equity lens in County policies and practices.
- D. **Streamlined and Equitable Contracting and Procurement:** Implement streamlined and more equitable contracting and procurement systems and opportunities.
- E. **Data-Driven Decision Making:** Use equity and data as a tool to continually assess and strengthen our efficiency and effectiveness, maximize and leverage resources, ensure fiscal responsibility, and hold ourselves accountable.
- F. **Flexible and Efficient Infrastructure:** Use lessons learned from the recent pandemic to implement flexible and efficient administrative, technological, and physical infrastructures to meet the needs of our constituents.
- G. **Internal Controls and Processes:** Strengthen our internal controls and processes, while being cognizant of efficiency, to continue good stewardship of the public trust and fiscal responsibility.

**NORTH STARS, FOCUS AREA GOALS & STRATEGIES**

**I. MAKE INVESTMENTS THAT TRANSFORMS LIVES**

One of the County's foundational responsibilities is to serve as the safety net for those residents who rely on us to support their journey from crisis to stability. The County recognizes that the fundamental needs of individuals must be met before whole communities can thrive and be resilient. Further, the County is equally committed to addressing long-standing societal challenges by addressing the needs of the most vulnerable populations, as well as removing barriers to social and economic stability and mobility through investments in health, jobs, sustainable wages, and housing. Further, youth must be supported and thriving to secure a better future for all.

**North Star I Goals:** LA County is a highly responsive organization investing in solutions that address our most complex societal challenges (health, jobs, housing, food insecurity, and recidivism) affecting our most vulnerable communities – one person at a time.

- A. **Healthy Individuals and Families:** Invest in County health systems and expand care capacity that supports the physical health, mental health, and overall well-being of individuals across the life course continuum. This includes addressing the social determinants of health that impact residents' well-being.
  - i. **Pregnancy and Birth:** Support pre-natal care, pregnancy, healthy births, postpartum services, and prevent adverse birth outcomes.
  - ii. **Improve Health Outcomes:** Promote comprehensive, inclusive, culturally-responsive care, healthy lifestyles, and the improvement of physical health outcomes.
  - iii. **Behavioral, Mental Health, and Substance Use Disorder:** Streamline and support crisis response and continuum of care to address the behavioral health, mental health needs, substance use disorders, and the well-being of individuals and families, with emphasis on our most vulnerable populations.

## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

- B. **Employment and Sustainable Wages:** Support social mobility, economic and workforce development, job training, meaningful connections, and access to employment opportunities with sustainable wages for County residents, with emphasis on those who are experiencing barriers to employment or the ability to earn a sustainable wage. Support small and large business growth to maintain job supply.
- i. **Remove Barriers:** Remove unnecessary barriers to employment, particularly for our most vulnerable residents circling through our County systems.
  - ii. **Job Preparation:** Invest in job training/education and preparation opportunities.
  - iii. **Job Creation:** Support initiatives, projects, and partnerships that generate employment opportunities.
  - iv. **Sustainable Wages:** Support efforts to earn and provide sustainable wages.
- C. **Housing and Homelessness:** Support efforts that prevent displacement, increase access to housing stability, develop more affordable housing, sustain homeownership opportunities, and enhance the effectiveness of the County's homeless rehousing system.
- i. **Affordable Housing:** Preserve and develop more quality affordable housing for those who reside in LA County.
  - ii. **Homeownership:** Provide access to financial resources and programs that support & sustain homeownership.
  - iii. **Homelessness ([HI Framework](#)):** Implement the new framework that focuses on three key partners – 1) Rehousing System, 2) Mainstream County Government Systems, and 3) Partnerships with Cities, using five categories of action: Coordinate, Prevent, Connect, House, and Stabilize; and strengthen County leadership.
    - a. **Rehousing System:** Leverage the critical infrastructure and capacity of the homeless rehousing system.

## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

- b. County Government Systems: Delineate the activities that must permeate all our mainstream systems to “catch” County residents before they fall into homelessness, or just after they fall.
  - c. Partnerships with Cities: Identify the most impactful ways for the County to collaborate with cities to meet local needs, increase housing, provide solutions for the unsheltered, and address encampment resolution.
  - d. County Entity and Leader: Create a County entity with responsible charge, accountability, and authority over homelessness, and identify a County leader.
- D. **Support Vulnerable Populations**: Address conditions which drive interactions with the County’s child welfare, homeless rehousing, carceral, law enforcement, and justice systems.
- i. **Prevention**: Provide child welfare prevention supports (a continuum of primary, secondary, and tertiary) and youth development related programming and services, for at-risk, justice-involved, and transitional age children, youth, families, and communities at all stages of the sequential intercept model and child welfare continuum of care model.
  - ii. **Child Safety and Family Well-Being**: Invest in efforts and supports that promote child safety, protection, and family well-being using the child welfare continuum of care model, while building out the County’s Systems of Care.
  - iii. **Support the Long-Term Success of Transitional Age Youth**: Implement a comprehensive integrated service delivery plan that ensures self-sufficiency for all transitional age foster youth once they leave care.
  - iv. **Commercial Sexual Exploitation of Children (CSEC) and Youth**: Support programs and services to prevent, protect, and serve CSEC youth and their families.
  - v. **Diversion**: Provide misdemeanor and felony diversion programs and opportunities for justice-involved youth and adults in alignment with the sequential intercept model, and the child welfare continuum of care.

## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

- vi. **Re-entry:** Invest in re-entry, release, and community supports for justice-involved and transitional age youth and adults.
- vii. **Older Adults and People with Disabilities:** Support purposeful aging, enhance service delivery and care, promote accessibility, and champion an environment where the needs, health, well-being, and rights of older adults, people with disabilities, and those who are dependent are prioritized.
- viii. **Interpersonal Violence:** Invest in programs and efforts that prevent all types of interpersonal violence and provide support to those who have experienced any form of violence from others.
- ix. **Faith-Based Community Partnership:** Implement programs to partner with the faith-based community to support their efforts in serving the needs of vulnerable county populations.

## II. FOSTER VIBRANT AND RESILIENT COMMUNITIES

The overall well-being and resiliency of our communities is vital to ensure that the County's investments are sustainable. Equitable distribution of funding, availability of economic and business opportunity, and access to amenities, regardless of immigration status, is critical to thriving communities.

**North Star II Goals:** Investments in the lives of County residents are sustainable only when grounded in strong communities. LA County, with the support of a network of public/private partnering agencies, faith-based organizations, and local governments will foster vibrant and resilient communities.

- A. **Public Health:** Address community-wide issues, social determinants of health, risks and conditions that contribute to health disparities and threaten healthy lifestyles, and environmental and community health.
  - i. **Population-Based Health:** Focus on our County health systems to improve health outcomes of individuals and communities with an emphasis on providing quality, accessible, and culturally-responsive services.

## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

- ii. **Reduce Self-Harm:** Invest in programs and services to reduce the occurrence of overdose and suicide, and expand options to provide outreach, education, harm reduction programming, and treatment to individuals about the risk factors, warning signs, prevention, and alternatives to self-harm.
- B. **Care First, Jails Last:** Implement a new vision of community safety in LA County, one centered on health solutions and services provided in the community so that jail is the last option rather than the first and only response.
- i. **Community Engagement and Trust:** Support programs, services, and operations that strengthen community relations and trust through law enforcement transparency and accountability.
  - ii. **Systems of Care and Support:** Reduce the incarcerated population, depopulate and close Men’s Central Jail, and expand the system of care and support in LA County to provide improved resources that better meet the needs of justice-involved individuals.
  - iii. **Integrated, Equitable, and Culturally-Responsive Services:** Implement the Board’s care first vision to deliver integrated, equitable, and culturally-responsive pretrial and diversion services across the County.
    - a. **Build Capacity:** Continue to expand the system of care and support in LA County to provide improved resources to better meet the needs of justice-involved individuals.
    - b. **Independent Pretrial Services:** Implement the Board’s care first vision to deliver integrated, equitable, and culturally-responsive pretrial and diversion services across the County.
    - c. **Jail Depopulation:** Divert justice-involved individuals away from jails, in an effort to lessen the LA County jail footprint.
    - d. **Create Connections:** Increase opportunities, linkages, and connections to needed services and supports.

## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

- iv. **Reduce Violence in Communities:** Develop comprehensive, place-based plans to reduce violence in high-need communities experiencing high levels of violence.
- C. **Public Safety:** Enhance the safety of the public and our communities by addressing the risks, danger, harm, and conditions that cause, drive, or can help mitigate unlawful activity and crime, and supports law enforcement accountability and transparency.
  - i. **Prevention, Protection and Security:** Support and invest in innovative practices, crime prevention strategies, and infrastructure to provide protection and security.
  - ii. **Operational Enhancement:** Enhance organizational and administrative operations, and training of our public safety entities, to better serve the community.
  - iii. **Law Enforcement Accountability and Transparency:** Support communication with the public on sensitive matters like staff conduct, use of force, and custody conditions, and enhance compliance through robust civilian oversight and compliance review processes.
- D. **Sustainability:** Focus on environmental justice, particularly in communities that have long endured industrial contamination, and “Our County” Sustainability Plan’s 12 broad, aspirational, and cross-cutting goals, that embrace positive change and address sustainability issues regionally. ([Our County: The Los Angeles County Sustainability Plan](#)).
- i. **Climate Health:** Mitigate climate change and build climate resilient communities.
- ii. **Green Economy:** Make an equitable transition to, and invest in the growth of, a carbon-free green economy.
- iii. **Natural Resources:** Support thriving ecosystems, habitats, and biodiversity.

## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

- iv. **Environmental Justice:** Facilitate healthy communities and access to clean air, soil, and water, particularly in communities that have long endured industrial contamination.
- E. **Economic Health:** Deploy and diffuse community resources and investments through partnership with community-based institutions, organizations, corporations, and small businesses to enhance the economic health of all communities.
  - i. **Community-Based Institutions and Organizations:** Strengthen the capacity, role, and partnerships with community-based institutions and organizations to help serve our communities and strengthen the social fabric within them.
  - ii. **Small Businesses:** Invest in and sustain our small businesses to support them as they serve as the economic engines of our communities.
  - iii. **Job Growth:** Identify opportunities to support job growth within small and large businesses.
  - iv. **Disadvantaged Communities:** Invest in and strengthen the economic capacity and infrastructure in historically disadvantaged and under-resourced communities.
- F. **Community Connections:** Invest in our communities and create public spaces and programs that are welcoming, accessible, where all residents can easily build relationships, create social networks, feel connected, and can access opportunities.
  - i. **Engagement:** Engage businesses, community-based institutions, and community members to facilitate positive social connections and relationships.
  - ii. **Community Participation:** Encourage community participation in government efforts and initiatives.
  - iii. **School and Early Education Support:** Increase support for student and family school engagement and well-being through expansion of integrated student supports.



## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

- iv. **Support Efforts to Engage Children and Families:** Identify philanthropic and other funding opportunities to extend programs and services for underserved youth and families, including early learning programs and mobile literacy services.

### III. REALIZE TOMORROW'S GOVERNMENT TODAY

LA County strives to be more transparent, effective, innovative, and responsive to the needs of our constituents by providing accessible, timely, and high-quality governmental and municipal services. Further, the County is equally committed to instituting policies, practices, and programs that will address and remediate issues of inequity and have positive impacts in the lives of the individuals, communities, and unincorporated areas we serve, regardless of immigration status.

**North Star III Goals:** Our increasingly dynamic and complex environment challenges collective abilities to respond to public needs and expectations. LA County is an innovative, flexible, effective, and transparent partner focused on advancing the common good and being fiscally responsible.

- A. **Communication and Public Access:** Provide increased transparency and accessibility to government services and communication, including information that is easy to understand and available in multiple languages and formats.
  - i. **Customer Service:** Support departmental efforts to improve customer service and to enhance efficiency and responsiveness to meet the needs of all residents.
  - ii. **Stakeholder Engagement:** Ensure stakeholder engagement in policy development.
  - iii. **Participatory Budgeting:** Enhance participatory budgeting efforts that provide opportunities for public engagement and community recommendations.
- B. **Diverse and Inclusive Workforce:** Strive to meet the highest standards and promote a more diverse and inclusive County workforce that seeks to be representative of County residents.
  - i. **Outreach and Recruitment:** Conduct outreach, recruitment, and hiring to increase diversity and inclusivity using best practices.

## COUNTYWIDE STRATEGIC PLAN FRAMEWORK

- ii. **Fairness and Equity:** Promote a fair and equitable workplace.
  - iii. **Top-Rated Workforce:** Develop and retain a top-rate workforce committed to serving the people of Los Angeles County.
- C. **Equity-Centered Policies and Practices:** Institutionalize the use of an equity lens in County policies and practices.
- i. **Policies and Practices:** Ensure policies and practices that are equity-based, seek to eliminate barriers, and drive racial, social, and economic equity.
  - ii. **Remediate Biased Policies and Practices:** Identify and remediate racist, gendered, ageist, and other biased policies that perpetuate inequity (<https://ceo.lacounty.gov/racial-equity-strategic-plan/>).
  - iii. **No Wrong Door Approach:** Establish a true no wrong-door approach for people experiencing homelessness that interact with County systems, advance equity, and prioritize at-risk households.
- D. **Streamlined and Equitable Contracting and Procurement:** Implement streamlined and more equitable contracting and procurement systems and opportunities.
- i. **Accountability and Equity:** Strengthen the County's capacity to detect and avoid conflicts of interest in contracting and procurement processes, and create more equitable access.
  - ii. **Modernize Contracting and Procurement:** Improve the contract and procurement process to decrease timelines and increase the efficiency of awarding contracts and procurements.
- E. **Data-Driven Decision Making:** Use equity and data to continually assess and strengthen our efficiency and effectiveness, maximize and leverage resources, ensure fiscal responsibility, and hold ourselves accountable.

## **COUNTYWIDE STRATEGIC PLAN FRAMEWORK**

- i. **Facilitate Data Sharing:** Facilitate data sharing within and across departments to ensure policy and operational recommendations are well-informed.
  - ii. **Budgeting:** Revamp longstanding budgeting conventions so that they are equity-focused and data-driven.
- F. **Flexible and Efficient Infrastructure:** Use lessons learned from the recent pandemic to implement flexible and efficient administrative, technological, and physical infrastructures to meet the needs of our constituents.
- i. **Eliminate Time Tax:** Eliminate the time tax or administrative burdens experienced by our constituents by reducing or eliminating unnecessary processes that delay providing services. Eliminate financial burdens placed by delays in permitting and inspections, and expedite the time to provide refunds to property taxpayers.
  - ii. **Modernize Infrastructure:** Evaluate our current IT infrastructure and capital projects, and address identified needs to replace or modernize legacy/obsolete infrastructure and to leverage technological advancements that increase visibility, accessibility, and ease of use for residents.
  - iii. **Technological Advancement/Digital Divide:** Invest in equitable access to the internet, technology, and digital resources.
- G. **Internal Controls and Processes:** Strengthen our internal controls and processes, while being cognizant of efficiency, to continue good stewardship of the public trust and fiscal responsibility.
- i. **Maximize Revenue:** Implement processes to systematically leverage resources to help fund County initiatives.
  - ii. **Manage and Maximize County Assets:** Maximize use of County assets, guide strategic investments (including real estate and space management) in ways that are fiscally responsible and align with the County's highest priority needs.

## **COUNTYWIDE STRATEGIC PLAN FRAMEWORK**

- iii. **Measure Impact and Effectiveness of our Collective Efforts:** Develop and operationalize a range of metrics and measures to track implementation and outcomes of the PLAN and other County initiatives.
- iv. **Enhance County's Fiscal Strength Through Long-Term Planning:** Develop and implement a plan to address the County's long-term unfunded liabilities and consider future financial implications of ongoing legal settlements and consent decrees.

### **Conclusion**

This PLAN is more than an ambitious declaration of what LA County aspires to accomplish in the next six years. It is our goal and commitment to the 9.7 million individuals who built their lives and futures here. For our constituents, we want it to be positive, lasting, and tangible in their everyday life. We want to work together with all partners to make this the best life we can from the time we hear a baby's first cry to the time we see an older adult's tears of joy at a life lived well.

While we have asked our constituents to Choose LA County, we are also choosing it ourselves. The County's future depends on our commitment to and achievement of the strategies in this PLAN. Our work begins today to serve our constituents better, increase our engagement, make good decisions, be accountable, and provide our residents with every chance at a good life.

# Strategic Plan

## Los Angeles County

CHOOSE LA COUNTY: To Live! To Invest! To Work!

2024 - 2030





# County Strategic Plan

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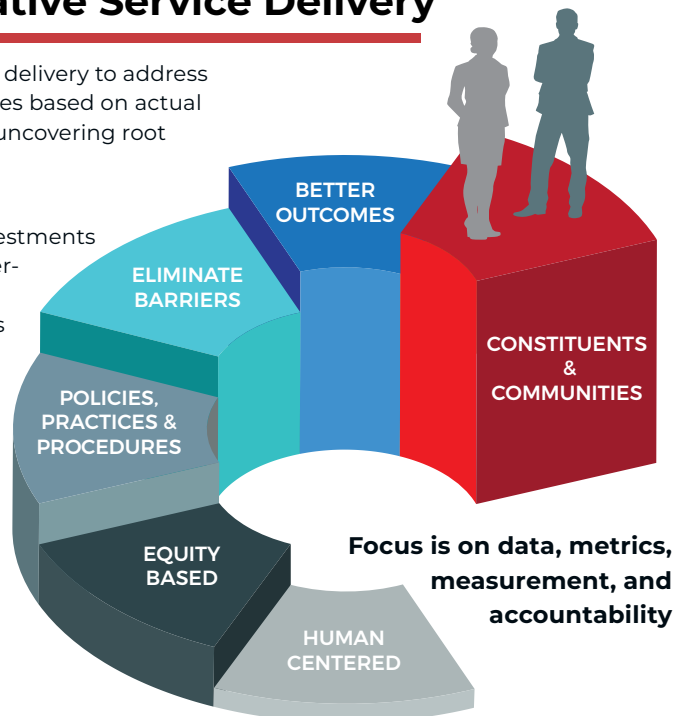
# CEO MESSAGE

The health and economic crisis brought on by the COVID-19 pandemic and the subsequent calls to end racial injustice, social inequality, and economic inequity has foreclosed a return to “business as usual”. Moving towards a new paradigm with lessons learned during these past two years, LA County embarked on developing its 2024-2030 County Strategic Plan (CSP) using a generative model, which is a human-centered and equity-based approach to eliminating barriers from policies, processes, and practices that drive racial, social, and economic inequity. A generative model recognizes that, for some, uncovering root causes, establishing no wrong door policies, and providing services alone is insufficient; and that better outcomes can be obtained through economic investment in under-resourced communities. Ultimately, the aim is better outcomes for our constituents and communities.

## Generative Service Delivery

Drive service delivery to address multiple issues based on actual needs, after uncovering root causes

Stronger investments serving under-resourced communities



The new strategic plan reflects lessons learned during this era of disruption and drives a generative service delivery approach where possible. The plan’s goal is to drive service delivery so that services are easy to access, address multiple needs, and are based on actual needs after uncovering root causes (to support long-term success). It further strives to drive the programming of resources to support stronger investments in under-resourced communities, with the goal for communities to self-generate the capacity for greater opportunities for its residents to realize their fullest potential. In 2020, our Board of Supervisors declared that racism is a matter of public health. LA County made a choice to end structural racism in the County and infuse racial equity principles into every aspect of life. That monumental decision is the driving force behind this plan.

*LA County  
made a  
choice to end  
structural  
racism in Los  
Angeles County.*

We embarked on strategic planning as an opportunity for collaboration among all County Departments to make a collective impact. The County went through a process of thoughtful and thought-provoking activities, sharing thoughts, ideas, and aspirations to move LA County forward. The 2024 – 2030 County Strategic Plan is the culmination of these efforts, and it builds upon the community voices incorporated into the strategic plans for the Anti-Racism, Diversity, and Inclusion Initiative; Poverty Alleviation Initiative; Chief Sustainability Office; Office of Child Protection; Homeless Initiative; Office of Immigrant Affairs; and Care First, Jails Last Initiative. Like any long journey, we have planned it well, but we also expect turns along the way to keep us responsive. We invite you to join us and watch our progress.

Fesia A. Davenport  
Chief Executive Officer

# EXECUTIVE SUMMARY

## 2024 - 2030 COUNTY STRATEGIC PLAN

Over the course of several months, department representatives, Board-Directed Priority leads, and the CEO team met frequently to strategize, analyze, and draft a strategic plan that would inform the LA County's planning, programming, service delivery, and budgeting over the next six years.



## STRATEGIC PLANNING PROCESS

### PROCESS OVERVIEW

The strategic planning process presented an opportunity for collaboration among County departments to make a collective impact. The County departments and development team went through several months of thoughtful and thought-provoking activities, sharing their thoughts, ideas, and aspirations to move LA County forward. The CEO's team fine-tuned the input received and performed further analysis and review to ensure that the Board's priorities are clearly reflected and incorporated into the PLAN. Significant stakeholder and community input including listening sessions, workshops, community meetings, targeted outreach, the use of advisory boards, and 30-day comment periods was gathered by our various initiatives and department leads as they sought community engagement to produce their own plans. The input and feedback gained during the stakeholder engagement opportunities were considered and incorporated into the 2024 - 2030 County Strategic Plan.

### PERFORMANCE METRICS

The CEO, in collaboration with the Chief Information Office (CIO), will work with departments to develop, enhance, or refine their specific implementation initiatives and performance metrics that address the strategies outlined in the County Strategic Plan. An annual report of progress that is representative of the strategic plan, as well as the Board-Directed Priorities will be developed. The CEO will collect data on measures to track the PLAN's progress at the County service/client level. In collaboration with Departments and ARDI, data submission and reporting will be analyzed using an equity lens, as applicable. The CEO will collect and report metrics per each strategic plan focus area and strategy with the goal of showing how the County programs and/or services are impacting the clients we serve. The metrics chosen will be aligned with the racial equity framework and will be used to inform the County's budgeting process.

### RACIAL EQUITY

The PLAN incorporates the County's Racial Equity Principles, enabling environment goals, and provides alignment across the County's multiple strategic initiatives which seek to effectuate change by increasing access, economic opportunity, equity, and overall healthy communities.

### BOARD-DIRECTED PRIORITIES

In addition to the development of the new plan being driven by equity and data driven decision making, the Board-Directed Priorities continue to be reflected in the County's strategic plan north stars, focus area goals, and strategies. These priorities address child protection, health integration, justice reform, the homeless crisis, environmental issues, assisting immigrants, ensuring the County's future sustainability, eliminating racism and bias, and alleviating poverty.



# COUNTY STRATEGIC PLAN INTRODUCTION

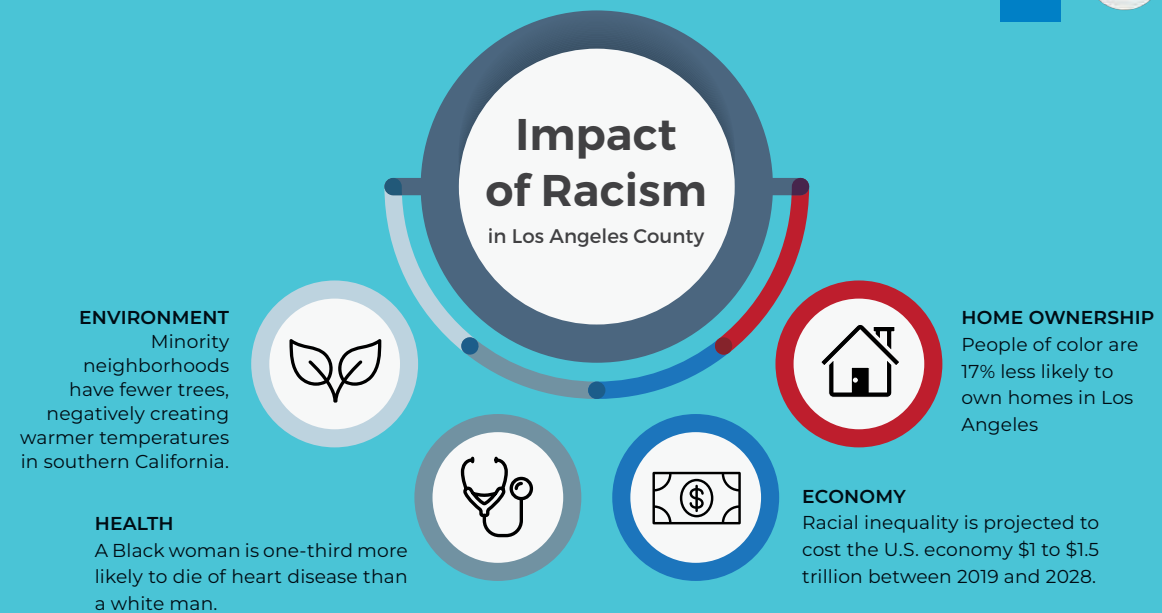
With more than 9,700,000 residents, Los Angeles County (County) is the largest County in California and the United States. The County's workforce is over 100,000 strong and comprised of a dedicated public service workforce that has proven time and time again that they are ready to meet the moment and provide caring and effective service to the residents and community at large in their times of need, on a day-to-day basis and during emergencies.

The County's 2024 - 2030 County Strategic Plan (PLAN) reflects the most important work for the County in the years to come. Aligned with the Board of Supervisors' Board-Directed Priorities, it seeks to drive the creation of ecosystems that enable families and communities to thrive. The PLAN will inform the County's planning, programming, and budgeting over the next six years. As the County moves towards a generative model, the PLAN seeks to develop a policy agenda that is equitable and tailored to meet the needs of our residents. Ultimately, the aim is better outcomes for our constituents and communities.



# RACIAL EQUITY PRINCIPLES

Anchoring the CSP are Racial Equity Principles. [ARDI's Racial Equity Strategic Plan](#) provides a vivid and detailed account of the history of racism in Los Angeles County impacting all aspects of life, and how it has been perpetuated by policy decisions that disadvantaged Blacks and other minority groups. It is supported by a wealth of data and examples that clearly illustrate the need to reverse the generational damage caused. ARDI's vision inspires a feeling of hope for millions of County residents impacted by policies of the past. Its strategies are securely woven into the County Strategic plan to ensure that a new course is set for lasting change; and its equity principles below are embedded in each of the CSP steps.



## REDUCE DISPARITIES

Reduce racial disparities in life outcomes, as well as disparities in public investment to shape those outcomes.

## EFFECTIVELY SUPPORT

Develop and implement strategies that identify, prioritize, and effectively support the most disadvantaged geographies and populations.

## ENGAGE RESIDENTS

Authentically engage community residents, organizations, and other community stakeholders to inform and determine interventions (e.g., policy and program) and investments.

## IMPROVE OUTCOMES

Seek to improve long-term outcomes both intergenerationally and multi-generationally.

## EFFECTIVELY ASSESS

Use data to effectively assess and communicate equity needs and support timely assessment of progress.

## DISAGGREGATE DATA

Disaggregate data and analysis within racial/ethnic and other demographic subgroup categories.

## COLLABORATE

Work collaboratively and intentionally across departments as well as across leadership levels and decision-makers.

## ACT BOLDLY

Act urgently and boldly to achieve tangible results.

## ALIGN POLICIES

Align policies, processes, and practices to effectively address equity challenges throughout the County's workforce (personnel, contractors, and vendors).

## INTERVENE & PREVENT

Intervene early and emphasize long-term prevention

EXECUTIVE **SUMMARY** continued



**BOARD-DIRECTED PRIORITIES**

- Child Protection 
- Health Integration 
- Care First, Jails Last 
- Homelessness 
- Environmental Justice & Climate Health 
- Immigration 
- Sustainability 
- Anti-Racism 
- Poverty Alleviation 



# BOARD-DIRECTED PRIORITIES AND THEIR RELATION TO THE COUNTY STRATEGIC PLAN (CSP)

The CSP is driven by the nine Board-Directed Priorities. Each of these Priorities represent the Board's responsive action to a complex issue that can negatively impact the health, safety, and well-being of individuals who reside in LA County. The Board's intention with these Board-Directed Priorities is to bring hope and lasting change, to end structural racism in Los Angeles County, and to effectuate the redirection of the financial, human, and other resources it will take to succeed.

Elevating each of these Priorities and using this innovative approach to the County's governance of its most pressing challenges has given the County the ability to pull together high-level teams to work together and find lasting solutions.

## PRIORITY 1 CHILD PROTECTION

The Office of Child Protection (OCP) was created by the LA County Board of Supervisors and Chief Executive Office in 2015 to improve communication, coordination, and accountability across agencies involved in the child protection network so that vulnerable children have a better chance of growing up safer and healthier. The OCP's mission is to lead broad partnerships that implement meaningful solutions to improve the lives of our children and families. The OCP continues implementation of its Strategic Plan across five key focus areas of prevention, safety, permanency, well-being, and cross-cutting approaches.

## PRIORITY 2 ALLIANCE FOR HEALTH INTEGRATION

In November 2019, the Board adopted a new structure to form the Los Angeles County Alliance for Health Integration (AHI) to lead integration projects involving the three Health Departments (Health Services, Mental Health, and Public Health.) The Alliance for Health Integration (AHI) seeks to streamline and integrate access to high-quality services across the departments of Health Services, Mental Health, and Public Health. AHI's priorities fall into three categories: Integrate and develop prevention, treatment, and healing services; reduce health inequities; and improve organizational effectiveness.

## PRIORITY 3 CARE FIRST, JAILS LAST

In June 2015, the Board began to work on Justice Reform and renamed it in 2020 to "Care First, Jails Last" to clearly reflect the County's commitment to finding alternatives to incarceration. This Priority aims to reduce the use of jails to address social and mental health issues that can be treated through medical interventions. A major part of this initiative is their work to transform its youth justice system through community engagement, increasing public trust, being more transparent, and creating reform policies that help prevent community violence and prevent youth from entering the justice system.

## PRIORITY 4 HOMELESS INITIATIVE

In August 2015, the Board established the Homeless Initiative as a fourth Priority to address the growing number of homeless individuals and families impacted by poverty. The Homeless Initiative is the central coordinating body for Los Angeles County's ongoing effort-unprecedented in scale – to expand and enhance services for people experiencing homelessness or at risk of losing their homes. The focus will be on prevention, subsidized housing, increasing income, providing affordable housing, and case management services.



## BOARD-DIRECTED PRIORITIES AND THEIR RELATION TO THE **COUNTY STRATEGIC PLAN** continued

### PRIORITY 5 ENVIRONMENTAL JUSTICE & CLIMATE HEALTH

In June 2016, the Board directed the County Public Health Department to oversee environmental health and monitor communities to prevent any health issues that could impact individuals living near industrial sites. This Priority seeks to increase community awareness of how environmental hazards can affect a person's health and address recent and future environmental health threats impacting County residents. A board motion was passed on April 5, 2022, to rename the Board-Directed Priority "Environmental Health Monitoring and Oversight" to "Environmental Justice and Climate Health."

### PRIORITY 6 IMMIGRATION

In September 2017, the Board established Immigration as the 6th Board-Directed Priority. The Priority aims to create a culture within the County of Los Angeles that embodies the County's commitment to advance the well-being of the 3.5 million immigrants who live in the County and are deeply integrated into all aspects of County life. The Office of Immigration ensures a focus on policy, legislation, litigation, resources, and services to protect its immigrants.

### PRIORITY 7 SUSTAINABILITY

Sustainability was approved as a Board-Directed Priority in August 2019. Housed in the Chief Sustainability Office, this Priority upholds a comprehensive and coordinated approach to sustainability issues in the County. With the "OurCounty Sustainability Plan" as the foundation, this Priority advances a vision of a healthier, more livable, economically stronger, more equitable, and more resilient County. The Sustainability Plan not only covers traditional environmental issues, but also workforce and economic development, transportation, housing, and issues of possible displacement.

### PRIORITY 8 ANTI-RACISM, DIVERSITY, AND INCLUSION

In July 2020, after recognizing, affirming, and declaring that racism was a matter of public health in Los Angeles County (County) and that racism against Black people had reached crisis proportions that resulted in large disparities in family stability, health and mental wellness, education, employment, economic development, public safety, criminal justice, and housing; the Board established the Anti-Racism, Diversity, and Inclusion Initiative (ARDI). This Priority supports the Board's sweeping intention of creating an anti-racist agenda and fighting racism in all its dimensions. ARDI is aimed at addressing equity, diversity, and inclusion in all aspects of County culture and services, with the intention of rooting out institutional racism, eliminating disparities, and increasing access to opportunities.

### PRIORITY 9 POVERTY ALLEVIATION INITIATIVE

In May 2021, the Board of Supervisors adopted a motion that declared poverty and economic opportunity to be matters of public health and took a proactive step toward disrupting poverty. The motion further created a ninth Board-Directed Priority, the Countywide Poverty Alleviation Initiative (PAI), directing that entity to develop a strategic plan for alleviating poverty across the County and for implementing actions to accomplish that. The PAI became fully operational in August 2021. The PAI's strategic framework was adopted by the Board on July 12, 2022. Implementation began in September 2022 and continues to work with our residents, communities, stakeholders, County departments, jurisdictions, and other partners to achieve its vision.

# LOS ANGELES COUNTY MISSION, VISION & VALUES

## MISSION

Establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County.

## VISION

A value driven culture, characterized by extraordinary employee commitment to enrich lives through effective and caring service and empower people through knowledge and information.

## VALUES

Integrity

Inclusivity

Compassion

Customer Orientation

Equity



# 2024-2030 COUNTY STRATEGIC PLAN

## AT-A-GLANCE

### NORTH STARS

The three North Stars provide the guiding principles upon which the Strategic Plan is developed. They emphasize the importance of our constituents, communities, and County government.



### FOCUS AREA GOALS



These are broad overarching goals that identify the focus areas for the County. The goals align with the North Stars.

### COUNTYWIDE STRATEGIES

High level Countywide strategies that the County is adopting for each focus area goal. The Countywide strategies are broad, and comprehensive.



### PERFORMANCE METRICS

Performance metrics will be used to measure if our constituents, community, and clients are being impacted, and how well our strategies are being achieved.





# NORTH STARS

The PLAN's North Stars are carried forward from the 2016 - 2021 strategic plan. They continue to be aspirational, relevant, and provide us with continuity of our strategic direction. The North Stars represent the County's commitment to its constituents, the community, and County government.



## NORTH STAR 1

Make investments that transform lives.



## NORTH STAR 2

Foster vibrant and resilient communities.



## NORTH STAR 3

Realize tomorrow's government today.



## FOCUS AREA GOALS



The PLAN's seventeen focus area goals intend to drive service delivery where services are easy to access and address multiple needs and root causes. The goals have been designed to meet individuals wherever they are in their circumstances, and provide resources, and create opportunities that will lead to stable housing, the knowledge and skills required to secure a living wage job, preventive health services, and access to play and entertainment, all of which are components of what most consider a good life.

In addition, the PLAN will help drive programming, resources, and greater investments in under-resourced communities to build their capacity to self-generate resources and opportunities and realize their fullest potential.





# NORTH STAR 1

## FOCUS AREA GOALS

LA County is a highly responsive organization investing in solutions that address our most complex societal challenges (health, jobs, housing, food insecurity, and recidivism) affecting our most vulnerable communities – one person at a time.

### NORTH STAR 1

Make investments that transform lives.

#### FOCUS AREA GOAL

##### A. Healthy Individuals and Families:

Invest in County health systems and expand care capacity that supports the physical health, mental health, and well-being of individuals across the life course continuum. This includes addressing the social determinants of health that impact resident's well-being.

#### FOCUS AREA GOAL

##### B. Employment and Sustainable Wages:

Support social mobility, economic and workforce development, job training, meaningful connections, and access to employment opportunities with sustainable wages for County residents, with emphasis on those who are experiencing barriers to employment or the ability to earn a sustainable wage. Support small and large business growth to maintain job supply.

#### FOCUS AREA GOAL

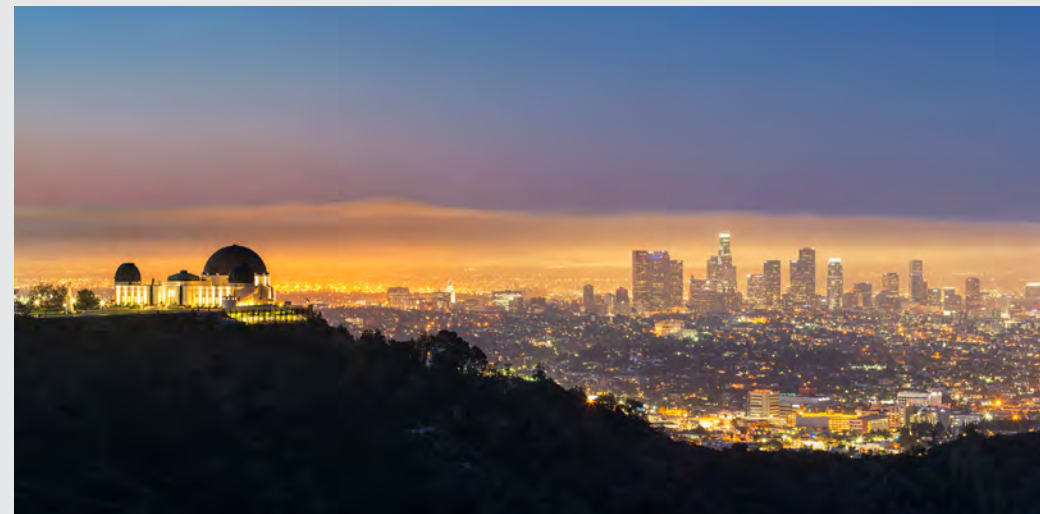
##### C. Housing and Homelessness:

Support efforts that prevent displacement, increase access to housing stability, develop more affordable housing, sustain homeownership opportunities, and enhance the effectiveness of the County's homeless rehousing system.

#### FOCUS AREA GOAL

##### D. Support Vulnerable Populations:

Address conditions which drive interactions with the County's child welfare, homeless rehousing, carceral, law enforcement and justice systems.





# NORTH STAR 2

## FOCUS AREA GOALS

Investments in the lives of County residents are sustainable only when grounded in strong communities. LA County, with the support of a network of public/private partnering, faith-based organizations, community-based organizations, philanthropic organizations, and local governments will foster vibrant and resilient communities.

### NORTH STAR 2

Foster vibrant and resilient communities.

#### FOCUS AREA GOAL

##### A. Public Health:

Address community-wide issues, social determinants of health, risks and conditions that contribute to health disparities and threaten healthy lifestyles, and environmental and community health.

#### FOCUS AREA GOAL

##### B. Care First, Jails Last:

Implement a new vision of community safety in Los Angeles County, one centered on health solutions and services provided in the community so that jail is the last option rather than the first and only response.

#### FOCUS AREA GOAL

##### C. Public Safety:

Enhance the safety of the public and our communities by addressing the risks, danger, harm, and conditions that cause, drive, or can help mitigate unlawful activity and crime, and supports law enforcement accountability and transparency.

#### FOCUS AREA GOAL

##### D. Sustainability:

Focus on environmental justice, particularly in communities that have long endured industrial contamination, and “Our County” Sustainability Plan’s 12 broad, aspirational, and cross-cutting goals, that embrace positive change and address sustainability issues regionally. ([Our County: The Los Angeles County Sustainability Plan.](#))

#### FOCUS AREA GOAL

##### E. Economic Health:

Deploy and diffuse community resources and investments through partnership with community-based institutions, organizations, corporations, and small businesses to enhance the economic health of all communities.

#### FOCUS AREA GOAL

##### F. Community Connections:

Invest in our communities and create public spaces and programs that are welcoming, accessible, where all residents can easily build relationships, create social networks, feel connected and can access opportunities.



# NORTH STAR 3

## FOCUS AREA GOALS

The increasingly dynamic and complex environment, challenges collective abilities to respond to public needs and expectations. LA County is an innovative, flexible, effective, and transparent partner focused on advancing the common good & being fiscally responsible.

### NORTH STAR 3

Realize tomorrow's government today.

#### FOCUS AREA GOAL

##### A. Communication and Public Access:

Provide increased transparency and accessibility to government services and communication, including information that is easy to understand and available in multiple languages and formats.

#### FOCUS AREA GOAL

##### B. Diverse and Inclusive Workforce:

Strive to meet the highest standards and promote a more diverse and inclusive County workforce that seeks to be representative of County residents.

#### FOCUS AREA GOAL

##### C. Equity-Centered Policies and Practices:

Institutionalize the use of an equity lens in County policies and practices.

#### FOCUS AREA GOAL

##### D. Streamlined and Equitable Contracting and Procurement:

Implement streamlined and more equitable contracting and procurement systems and opportunities.

#### FOCUS AREA GOAL

##### E. Data-Driven Decision Making:

Use equity and data as a tool to continually assess and strengthen our efficiency and effectiveness, maximize and leverage resources, ensure fiscal responsibility, and hold ourselves accountable.

#### FOCUS AREA GOAL

##### F. Flexible and Efficient Infrastructure:

Use lessons learned from the recent pandemic to implement flexible and efficient administrative, technological, and physical infrastructures to meet the needs of our constituents.

#### FOCUS AREA GOAL

##### G. Internal Controls and Processes:

Strengthen our internal controls and processes while being cognizant of efficiency to continue good stewardship of the public trust and fiscal responsibility.

# STRATEGIES

The strategic plan is composed of high-level countywide strategies that the County is adopting for each Focus Area Goal. The strategies represent a collaborative effort by all County departments. Developed to engage the work of more than one County department, all strategies are intentionally broad, overarching and encompassing.



## NORTH STAR 1: Make investments that transform lives.

### FOCUS AREA GOAL

- A. Healthy Individuals and Families:** Invest in County health systems and expand care capacity that supports the physical health, mental health, and overall well-being of individuals across the life course continuum. This includes addressing the social determinants of health that impact residents' well-being.

### STRATEGIES

- i. **Pregnancy and Birth:** Support pre-natal care, pregnancy, healthy births, postpartum services and prevent adverse birth outcomes.
- ii. **Improve Health Outcomes:** Promote comprehensive, inclusive, culturally-responsive competent care, healthy lifestyles, and the improvement of physical health outcomes.
- iii. **Behavioral, Mental Health and Substance Use Disorder:** Streamline and support crisis response and continuum of care to address the behavioral health, mental health needs, substance use disorders and the well-being of individuals and families, with emphasis on our most vulnerable populations.

### FOCUS AREA GOAL

- B. Employment and Sustainable Wages:** Support social mobility, economic and workforce development, job training, meaningful connections, and access to employment opportunities with sustainable wages for County residents, with emphasis on those who are experiencing barriers to employment or the ability to earn a sustainable wage. Support small and large business growth to maintain job supply.

### STRATEGIES

- i. **Remove Barriers:** Remove unnecessary barriers to employment, particularly for our most vulnerable residents circling through our County systems.
- ii. **Job Preparation:** Invest in job training/education and preparation opportunities.
- iii. **Job Creation:** Support initiatives, projects, and partnerships that generate employment opportunities.
- iv. **Sustainable Wages:** Support efforts to earn and provide sustainable wages.



## STRATEGIES continued

### FOCUS AREA GOAL

- C. Housing and Homelessness:** Support efforts that prevent displacement, increase access to housing stability, develop more affordable housing, sustain homeownership opportunities, and enhance the effectiveness of the County's homeless rehousing system.

### STRATEGIES

- i. Affordable Housing:** Preserve and develop more quality affordable housing for those who reside in LA County.
- ii. Homeownership:** Provide access to financial resources and programs that support & sustain homeownership.
- iii. Homelessness (HI Framework):** Implement the new framework that focuses on three key partners –
  - (1) Rehousing System,
  - (2) Mainstream County Government Systems, and
  - (3) Partnerships with Cities, using five categories of action: Coordinate, Prevent, Connect, House, and Stabilize; and strengthen County leadership.
    - a. Rehousing System: Leverage the critical infrastructure and capacity of the homeless rehousing system.
    - b. County Government Systems: Delineate the activities that must permeate all our mainstream systems in order to “catch” County residents before they fall into homelessness, or just after.
    - c. Partnerships with Cities: Identify the most impactful ways for the County to collaborate with cities to meet local needs, increase housing, provide solutions for the unsheltered, and address encampment resolution.
    - d. County Entity and Leader: Create a County entity with responsible charge, accountability, and authority over homelessness, and identify a County leader.

### FOCUS AREA GOAL

- D. Support Vulnerable Populations:** Address conditions which drive interactions with the County's child welfare, homeless rehousing, carceral, law enforcement, and justice systems.

### STRATEGIES

- i. Prevention:** Provide child welfare prevention supports (a continuum of primary, secondary, and tertiary) and youth development related programming and services, for at-risk, justice-involved, and transitional aged children, youth, families, and communities at all stages of the sequential intercept model and child welfare continuum of care model.
- ii. Child Safety and Family Well-Being:** Invest in efforts and supports that promote child safety, protection, and family well-being using the child welfare continuum of care model, while building out the County's Systems of Care.
- iii. Support the Long-Term Success of Transitional Aged Youth:** Implement a comprehensive integrated service delivery plan that ensures self-sufficiency for all transitional age foster youth once they leave care.
- iv. Commercial Sexual Exploitation of Children (CSEC):** Support programs and services to prevent, protect, and serve CSEC youth and their families.
- v. Diversion:** Provide misdemeanor and felony diversion programs and opportunities for justice-involved youth and adults in alignment with the sequential intercept model, and the child welfare continuum of care.
- vi. Re-entry:** Invest in re-entry, release, and community supports for justice-involved and transitional aged youth and adults.
- vii. Older Adults & People with Disabilities:** Support purposeful aging, enhance service delivery and care, promote accessibility, and champion an environment where the needs, health, well-being, and rights of older adults, people with disabilities, and those who are dependent are prioritized.
- viii. Interpersonal Violence:** Invest in programs and efforts that prevent all types of interpersonal violence and provide support to those who have experienced any form of violence from others.
- ix. Faith-Based Community Partnership:** Implement programs to partner with the faith-based community to support their efforts in serving the needs of vulnerable County populations.



## STRATEGIES continued

### NORTH STAR 2: Foster vibrant and resilient communities.

#### FOCUS AREA GOAL

**A. Public Health:** Address community-wide issues, social determinants of health, risks and conditions that contribute to health disparities and threaten healthy lifestyles, and environmental and community health.

#### STRATEGIES

- i. **Population Based Health:** Focus on our County health systems to improve health outcomes of individuals and communities with an emphasis on providing quality, accessible, and culturally-responsive services.
- ii. **Reduce Self-Harm:** Invest in programs and services to reduce the occurrence of overdose and suicide, and expand options to provide outreach, education, harm reduction programming, and treatment to individuals about the risk factors, warning signs, prevention, and alternatives to self-harm.

#### FOCUS AREA GOAL

**B. Care First, Jails Last:** Implement a new vision of community safety in LA County, one centered on health solutions and services provided in the community so that jail is the last option rather than the first and only response.

#### STRATEGIES

- i. **Community Engagement & Trust:** Support programs, services and operations that strengthen community relations and trust through law enforcement transparency and accountability.
- ii. **Systems of Care and Support:** Reduce the incarcerated population, depopulate and close Men's Central Jail, and expand the system of care and support in LA County to provide improved resources to and better meet the needs of justice-involved individuals.
- iii. **Integrated, Equitable, and Culturally-Responsive Services:** Implement the Board's care first vision to deliver integrated, equitable, and culturally-responsive pretrial and diversion services across the County.
  - a. **Build Capacity:** Continue to expand the system of care and support in LA County to provide improved resources to better meet the needs of justice involved individuals.
  - b. **Independent Pretrial Services:** Implement the Board's care first vision to deliver integrated, equitable, and culturally-responsive pretrial and diversion services across the County.
  - c. **Jail Depopulation:** Divert justice-involved individuals away from jails, in an effort to lessen the LA County jail footprint.
  - d. **Create Connections:** Increase opportunities, linkages, and connections to needed services and supports.
- iv. **Reduce Violence in Communities:** Develop comprehensive, place-based plans to reduce violence in high-need communities experiencing high levels of violence.

#### FOCUS AREA GOAL

**C. Public Safety:** Enhance the safety of the public and our communities by addressing the risks, danger, harm, and conditions that cause, drive, or can help mitigate unlawful activity and crime and supports law enforcement accountability and transparency.

#### STRATEGIES

- i. **Prevention, Protection & Security:** Support and invest in innovative practices, crime prevention resources and infrastructure to provide protection and security.
- ii. **Operational Enhancement:** Enhance organizational and administrative operations, and training of our public safety entities, to better serve the community.
- iii. **Law Enforcement Accountability and Transparency:** Support communication with the public on sensitive matters like staff conduct, use of force, and custody conditions, and enhance compliance through robust civilian oversight and compliance review processes.

## STRATEGIES continued

### FOCUS AREA GOAL

- D. Sustainability:** Focus on environmental justice, particularly in communities that have long endured industrial contamination, and “Our County” Sustainability Plan’s 12 broad, aspirational, and cross-cutting goals, that embrace positive change and address sustainability issues regionally. ([Our County: The Los Angeles County Sustainability Plan](#)).

### STRATEGIES

- i. **Climate Health:** Mitigate climate change and build climate resilient communities.
- ii. **Green Economy:** Make an equitable transition to, and invest in the growth of, a carbon-free green economy.
- iii. **Natural Resources:** Support thriving ecosystems, habitats, and biodiversity.
- iv. **Environmental Justice:** Facilitate healthy communities and access to clean air, soil, and water, particularly in communities that have long endured industrial contamination.

### FOCUS AREA GOAL

- E. Economic Health:** Deploy and diffuse community resources and investments through partnership with community-based institutions, organizations, corporations, and small businesses to enhance the economic health of all communities.

### STRATEGIES

- i. **Community-Based Institutions & Organizations:** Strengthen the capacity, role, and partnerships with community-based institutions and organizations to help serve our communities and strengthen the social fabric within them.
- ii. **Small Businesses:** Invest in and sustain our small businesses to support them as they serve as the economic engines of our communities.
- iii. **Job Growth:** Identify opportunities to support job growth within small and large businesses.
- iv. **Disadvantaged Communities:** Invest in and strengthen the



economic capacity and infrastructure in historically disadvantaged and under-resourced communities.

### FOCUS AREA GOAL

- F. Community Connections:** Invest in our communities and create public spaces and programs that are welcoming, accessible, where all residents can easily build relationships, create social networks, feel connected, and can access opportunities.

### STRATEGIES

- i. **Engagement:** Engage businesses, community-based institutions, and community members to facilitate positive social connections and relationships.
- ii. **Community Participation:** Encourage community participation in government efforts and initiatives.
- iii. **School and Early Education Support:** Increase support for student and family school engagement and well-being through expansion of integrated student supports.
- iv. **Support Efforts to Engage Children and Families:** Identify philanthropic and other funding opportunities to extend programs and services for underserved youth and families, including early learning programs and mobile literacy services.



## STRATEGIES continued

### NORTH STAR 3: Realize tomorrow's government today.



#### FOCUS AREA GOAL

- A. Communication & Public Access:** Provide increased transparency and accessibility to government services and communication, including information that is easy to understand and available in multiple languages and formats.

#### STRATEGIES

- i. **Customer Service:** Support departmental efforts to improve customer service and to enhance efficiency and responsiveness to meet the needs of all residents.
- ii. **Stakeholder Engagement:** Ensure stakeholder engagement in policy development.
- iii. **Participatory Budgeting:** Enhance participatory budgeting efforts that provides opportunities for public engagement and community recommendations.

#### FOCUS AREA GOAL

- B. Diverse and Inclusive Workforce:** Strive to meet the highest standards and promote a more diverse and inclusive County workforce that seeks to be representative of County residents.

#### STRATEGIES

- i. **Outreach and Recruitment:** Conduct outreach, recruitment and hiring to increase diversity and inclusivity using best practices.
- ii. **Fairness and Equity:** Promote a fair and equitable workplace.
- iii. **Top-Rated Workforce:** Develop and retain a top-rate workforce committed to serving the people of Los Angeles County.

#### FOCUS AREA GOAL

- C. Equity-Centered Policies and Practices:** Institutionalize the use of an equity lens in County policies and practices.

#### STRATEGIES

- i. **Policies and Practices:** Ensure policies and practices that are equity-based, seek to eliminate barriers, and drive racial, social, and economic equity.
- ii. **Remediate Biased Policies and Practices:** Identify and remediate racist, gendered, ageist, and other biased policies that perpetuate inequity (<https://ceo.lacounty.gov/racial-equity-strategic-plan/>).
- iii. **No Wrong Door Approach:** Establish a true no wrong-door approach for people experiencing homelessness that interact with County systems, advance equity, and prioritize at-risk households.



## STRATEGIES continued

### FOCUS AREA GOAL

- D. Streamlined and Equitable Contracting and Procurement:** Implement streamlined and more equitable contracting and procurement systems and opportunities.

#### STRATEGIES

- i. **Accountability and Equity:** Strengthen the County's capacity to detect and avoid conflicts of interest in contracting and procurement processes, and create more equitable access.
- ii. **Modernize Contracting and Procurement:** Modernize the contract and procurement process to decrease timelines and increase the efficiency of awarding contracts and procurements.

### FOCUS AREA GOAL

- E. Data-Driven Decision Making:** Use equity and data to continually assess and strengthen our efficiency and effectiveness, maximize and leverage resources, ensure fiscal responsibility, and hold ourselves accountable.

#### STRATEGIES

- i. **Facilitate Data Sharing:** Facilitate data sharing within and across departments to ensure policy and operational recommendations are well informed.
- ii. **Budgeting:** Revamp longstanding budgeting conventions so that they are equity-focused and data-driven.

### FOCUS AREA GOAL

- F. Flexible and Efficient Infrastructure:** Use lessons learned from the recent pandemic to implement flexible and efficient administrative, technological, and physical infrastructures to meet the needs of our constituents.

#### STRATEGIES

- i. **Eliminate Time Tax:** Eliminate the time tax or administrative burdens experienced by our constituents by reducing or eliminating unnecessary processes that delay providing services. Eliminate financial burdens placed by delays in permitting and inspections, and expedite the time to provide refunds to property taxpayers.
- ii. **Modernize Infrastructure:** Evaluate our current IT infrastructure and capital projects, and address identified needs to replace or modernize legacy/obsolete infrastructure and to leverage technological advancements that increase visibility, accessibility, and ease of use for residents.
- iii. **Technological Advancement/Digital Divide:** Invest in equitable access to the internet, technology, and digital resources.

### FOCUS AREA GOAL

- G. Internal Controls and Processes:** Strengthen our internal controls and processes, while being cognizant of efficiency, to continue good stewardship of the public trust and fiscal responsibility.

#### STRATEGIES

- i. **Maximize Revenue:** Implement processes to systematically leverage resources to help fund County initiatives.
- ii. **Manage and Maximize County Assets:** Maximize use of County assets, guide strategic investments (including real estate and space management) in ways that are fiscally responsible and align with the County's highest priority needs.
- iii. **Measure Impact and Effectiveness of our Collective Efforts:** Develop and operationalize a range of metrics and measures to track implementation and outcomes of the PLAN and other County initiatives.
- iv. **Enhance County's Fiscal Strength Through Long-Term Planning:** Develop and implement a plan to address the County's long-term unfunded liabilities and consider future financial implications of ongoing legal settlements and consent decrees.

# CONCLUSION

## CONCLUSION

This Strategic Plan is more than an ambitious declaration of what LA County aspires to accomplish in the next six years. It is our goal and commitment to the 9.7 million individuals who built their lives and futures here. For our constituents, we want it to be positive, lasting, and tangible in their everyday life. We want to work together with all partners to make this the best life we can from the time we hear a baby's first cry to the time we see an older adult's tears of joy at a life lived well.

While we have asked our constituents to Choose LA County, we are also choosing it ourselves. The County's future depends on our commitment to and achievement of the strategies in this PLAN. Our work begins today to serve our constituents better, increase our engagement, make good decisions, be accountable, and provide our residents with every chance at a good life.





County of Los Angeles

Board-Directed  
Priority Report

20  
23



A Board-Directed Priority is the Board's collective response to complex issues that have adverse impacts on the health, safety, and well-being of County residents and its institutions,

## SUMMARY

The Board of Supervisors (Board) established the innovative Board-Directed Priority approach to governance in 2015, providing an essential roadmap for the County and the Chief Executive Office to strategically address Los Angeles County's most pressing challenges. A Board-Directed Priority is the Board's collective response to complex issues that have adverse impacts on the health, safety, and well-being of County residents and its institutions, and which can only be adequately addressed on a regional level and are not being sufficiently addressed through existing County services, programs or other resources. To date, there are nine Board-Directed Priorities and in June 2016, the Board moved to ensure it receives regular updates and reports on the status of progress, developments, or challenges in each of these Priority areas. This report will provide a brief description and summary of significant activities for each Priority and will highlight the efforts underway on several noteworthy projects driven by the Priorities.

## BACKGROUND

On July 7, 2015, the Board amended the County's governance structure to ensure effective service delivery, efficient use of limited resources, and timely implementation of Board policy directives. As part of the governance change, the Board authorized the Chief Executive Office (CEO) to establish ad hoc initiatives to address emergent Board priorities. At that time, the Board identified three major Priorities that included reforming of the Sheriff's Department, which evolved to include a broader justice lens in later part of 2015; strengthening the child welfare system; and Health Services integration. Thereafter, the Board identified homelessness as a fourth priority and established the Homeless Initiative in the CEO. The Board later added three additional Priorities: Environmental Health Oversight and Monitoring (now known as Environmental Justice and Climate Health), Immigration, and Sustainability. In 2020, the Board evolved the Health Services Integration priority into the Alliance for Health Integration, updated the Justice Reform priority to Care First, Jails Last and adopted Anti-Racism, Diversity and Inclusion, (ARDI) as the 8th Board-Directed Priority. ARDI was created to address systemic racism and position the County at the forefront of a national movement to confront racism and injustice. In May 2021, the Board adopted the Poverty Alleviation Initiative as its 9<sup>th</sup> Board-Directed Priority to combat poverty and the inequitable distribution of wealth, including disparities exacerbated by the ongoing COVID-19 pandemic. Care First, Jails Last recently expanded into the Justice, Care and Opportunities Department in 2022 and in 2023, the Alliance for Health Integration transitioned to the Department of Mental Health.



In order of adoption, the nine existing Board-Directed Priorities are:

- Child Protection
- Alliance of Health Integration (AHI staff was transitioned to the Department of Mental Health on 3/1/23 to work on various DMH projects)
- Care First, Jails Last (formerly Justice/Sheriff's Reform)
- Homelessness Initiative
- Environmental Justice, Climate Health (formerly Environmental Health)
- Immigration
- Sustainability
- Anti-Racism, Diversity and Inclusion
- Poverty Alleviation



Each Priority focuses on children, adults, families, and communities and are intersectional, recognizing that the needs of County communities are complex and not easily covered by a single focus area or Department. In all, the nine Priorities provide the County with the foundation, focus, and flexibility to achieve the Board's expansive policy vision across a broad and constantly evolving landscape.

Lessons learned during the COVID-19 emergency continue to guide our efforts in the provision of programs and services with the goal of addressing disparities, inequalities and extending resources and support beyond the safety net. Our focus remains on sustaining programs and innovations underway and building our workforce's momentum in realizing the Board's ambitious policy agenda.



The OCP's mission is to lead broad partnerships that implement meaningful solutions to improve the lives of our children and families.

## Child Protection

The Board and the CEO created the Office of Child Protection (OCP) was created by the LA County Board of Supervisors and Chief Executive Office in 2015 to improve communication, coordination, and accountability across agencies involved in the child protection network so that vulnerable children have a better chance of growing up safer and healthier.

Housed in the Board's Executive Office, the OCP's mission is to lead broad partnerships that implement meaningful solutions to improve the lives of our children and families. The OCP's Strategic Plan focuses on five key focus areas of prevention, safety, permanency, well-being, and cross-cutting approaches.

### Summary of Accomplishments in the Last 18 Months

Since August 2016, OCP has filed quarterly progress updates on its work to the Board of Supervisors. All these reports, along with child fatality/near fatality case reviews and other specific reports/resources, are available on the CEO's [website](#).

#### Prevention

- The OCP continues to build pathways for families to access resources where they live so they may thrive. This includes partnering with DCFS, Probation, and others to implement the Family First Prevention Services Act's (FFPSA) community pathways and other prevention and promotion pilots so that families can access critical services before they are involved in the child welfare system. The OCP has launched pilots of pathways to home visiting, early care and education, substance use, and prevention and aftercare network services initiated through hospitals, schools, and other community settings.
- In May 2023, the Board unanimously adopted the [Evolving from Mandated Reporter to Mandated Supporter](#) motion. Community-pathways leads from OCP, First 5 LA, and DCFS continue exploring ways to align mandated-supporting and community-pathways efforts, developing a plan for how improved access to timely family supports might best be pursued at a sustainable scale. Mandated-supporting and community-pathways leads are partnering to ensure optimal coordination across efforts, thereby enhancing planning with greater regional engagement, program co-design involving individuals with lived expertise, and cross-cultural leadership.



- In July 2023, the California Department of Social Services approved Los Angeles County's Three-Year Comprehensive Prevention Plan (CPP). DCFS developed CCP in collaboration with OCP, Chapin Hall, ARDI, and other departments. CCP was vetted broadly, and evolved through the input of extensive stakeholder feedback sessions.

### Safety

- **Improving the skills of DCFS' staff interviewing children** - As of April 2023, 93% of supervising children's social workers (SCSWs) and 96% of children's social workers (CSWs), respectively, have completed a mandatory training on Child Interviewing Best Practices. As of April 2023, 57% of SCSWs have completed the recently implemented advanced training.
- **Maintaining manageable caseloads** - From January 1 to December 30, 2022, DCFS hired 232 CSWs. DCFS's aggressive plan to hire 464 new Children's Social Workers (CSWs) between January 1 and June 30, 2023, aimed to reduce caseloads and maintain them at manageable levels. Since January 1, 2023, DCFS has hired 329 CSWs, and has over 200 candidates awaiting pre-employment clearance.

### Permanency

- DCFS expanded Upfront Family Finding (UFF), now known as the Family Finding and Engagement Program, to all DCFS regional offices. In 2022, 4,115 children were the subject of detention hearings in the participating offices, and 85% were initially placed with kin through the UFF project.
- DCFS expanded the Placement Stabilization Team (PST) program, designed to stabilize and find permanency for hard-to-place youth (overstays and chronic repeaters) at 10-day Transitional Shelter Care Facilities (TSCF). OCP continues to facilitate bi-weekly meetings with stakeholders to discuss multidisciplinary teaming to achieve placement stability for PST youth. As of July 2023, PST has the capacity to serve up to 144 youth; DCFS has further approved the addition of another unit of staff, which will increase the program capacity to 180 youth.







The Creative Wellbeing Curriculum Guide is designed to inspire educators, mental health practitioners, and teaching artists to facilitate their own healing-centered arts activities.

### Well-Being

- The OCP, DCFS, Probation, DMH, and other system of care partners continue implementing recommendations from the Short-Term Residential Therapeutic Program (STRTP) Task Force, which were submitted to the Board in June 2021, as well as the recommendations in the [30-day report-back](#) jointly submitted by OCP and DCFS to the Board on March 7, 2023, on placements and interventions for youth in foster care with the highest complex needs.
- Through its Education Coordinating Council (ECC), the OCP continues to facilitate implementation of the foster youth school stability provisions of the federal Every Student Succeeds Act (ESSA). As of July 2023, 51 school districts, along with ten charter schools (serving approximately 85% of the County's youth in foster care) have signed a long-term ESSA school stability Memorandum of Understanding (MOU) with DCFS.
- The OCP continues working with the Creative Wellbeing Team to implement culturally relevant, healing-centered arts education that builds mental health protective factors for youth involved with Los Angeles County's child welfare system and those who serve them. In June 2022, the new Creative Wellbeing Curriculum Guide was launched – it is designed to build an understanding of the Creative Wellbeing approach and to inspire educators, mental health practitioners, and teaching artists to facilitate their own healing-centered arts activities.
- OCP, in partnership with DHS, DCFS, DMH, DPH SAPC, applied for and was awarded a \$500,000 grant from the Department of Health Care Services' Youth Opioid Response to enhance access to substance use disorder services – specifically medication-assisted treatment (MAT) – for priority populations, including youth in foster care; to strengthen outreach and youth engagement through credible messengers; to incorporate youth voice into this work through a youth advisory group; and to pilot an interagency model to coordinate MAT services for youth in foster care.



### **The DPH has also partnered to provide several noteworthy Child Protection related Accomplishments in the last 18 months:**

- The Child Care Planning Committee established a parent/caregiver workgroup and engaged over 150 stakeholders to inform the implementation of Universal Pre-Kindergarten.
- Distributed \$1,491,400 in financial incentives to 1,041 early educators for strengthening their qualifications.
- Developed quality improvement grant program and distributed \$221,043 to support 14 Child Development Centers on LA County property.
- In November 2022, the Public Health Ambassador trainings were expanded for parents and students to offer sessions on Fentanyl, how to spot Opioid addiction, and how to administer life-saving Naloxone.
- DPH Substance Abuse, Prevention and Control (SAPC) program conducted extensive education and training in schools and communities to address the Fentanyl overdose crisis among youth populations in Los Angeles including working with County partners to distribute FDA approved, life-saving Naloxone to libraries and community centers through the State's Naloxone Distribution project.

### **BDP Planned Activities for FY 23/24**

- The OCP will continue partnering with DCFS, DMH, and others to create a more robust continuum of care – both placement options and supportive services – for our youth in foster care.
- The OCP is partnering with the current LA County System of Care (SOC) partners (DCFS, DMH, Probation, DHS, DPH, DPSS, LACOE, Juvenile Court, regional centers) to strengthen our SOC and promote shared responsibility/accountability amongst partners for serving the “County’s children.”
- The OCP is partnering with multiple departments (DCFS, Probation, DPH, DMH, DHS, PAI, etc.) and CBOs to pilot various community pathways to home visiting, early care and education, substance use, and prevention & aftercare network services initiated through hospitals, schools, and other community settings. Part of this work includes building the capacity of mandated reporters to shift to community supporting, and leveraging other funding streams



beyond FFPSA Title IV-E to sustain prevention services for children and families.

- The OCP is partnering with DCFS, DPH, DMH, DHS, Probation, the Juvenile Court and stakeholders on a pilot to implement Plans of Safe Care which are mandated by state and federal law for newborns who are affected by maternal substance use.

### **DPH-related child welfare and protection related activities planned for FY 23/24:**

- Implement a new Child Welfare Public Health Nursing (CWPHN) Early Intervention Program (EIP) to reduce the entry or re-entry of children/youth into foster care/out-of-home placements.
- Fortify the infant/toddler system and integrate the mixed delivery system in California's new universal preschool strategy through the following activities:
  - Engage stakeholders through Child Care Planning Committee to develop a plan with recommendations on how to incorporate the early education mixed delivery system in Universal Pre-Kindergarten.
  - In partnership with the Child Care Planning Committee and the Policy Roundtable for Child Care and Development, prepare policy recommendations for public facing brief based on the 2022 LA County early care and education needs assessment.





The Alliance for Health Integration (AHI) seeks to streamline and integrate access to high-quality services across the departments of Health Services, Mental Health, and Public Health.

## Alliance of Health Integration

In November 2019, the Board created the Los Angeles County Alliance for Health Integration (AHI) to lead integration projects involving the three Health Departments (Health Services, Mental Health, and Public Health). AHI seeks to streamline and integrate access to high-quality health services across the departments of Health Services, Mental Health, and Public Health. AHI's priorities fall into three categories: integrate and develop prevention, treatment, and healing Services; reduce health inequities; and improve organizational effectiveness.

In 2020, a Chief Operating Officer (COO) was hired and in 2021, the COO brought a team of five staff on board to begin coordinating integration teams with representatives from Health Services, Mental Health, and Public Health. Per the CEO and Board of Supervisors, AHI was transitioned to the Department of Mental Health on 3/1/23 to work on various DMH projects. The Health Departments will continue to work on key health integration activities outside of the AHI structure which, until the Board decides otherwise, is no longer staffed.

### Summary of Accomplishments in the last 18 months

#### Behavioral Health

- Coordinated the County Health Departments' application for behavioral health funding to add and preserve mental health, substance use disorder and residential care capacity.
- Supported community behavioral health providers to apply for State funding to expand community-based care.
- The State awarded \$383.6M to County and community providers (as of February 2023)
- Completed the County Behavioral Health Framework Report to help plan for the county's capital expansion and behavioral health service needs.

#### Community Health Workers (CHWs) /Promotores

- Advocated for State policies to support CHWs including the new CHW Medi-Cal benefit which allows reimbursement for a specific set of services, including system navigation to provide information, training, referrals and support to assist patients, and case management for patients to access care and connect to community resources.



- Advocated for equitable compensation for CHWs directly employed by the County.
- Organized listening sessions with CBO partners and with County-hired CHWs and other employees to identify strategies to best support the Health Departments' community-based (contracted) and directly hired CHW workforce.
- Produced a draft CHW Workforce Action Plan based on input from CBO partners and internal Health Department staff to strengthen the CHW workforce and infrastructure (career ladder, training, professional development, supervision). Goal is to finalize this plan by September 2023 and begin implementation.

### Coordination and Integration of Services

- Coordinated collaboration among DPH, DMH and DHS as CalAIM, the State of California's new Medi-Cal reform, rolled out.
- DPH, in partnership with DHS, secured a grant for \$500,000 from the federal government to conduct a Produce Prescription Pilot Project at two DHS clinics.
- Expanded healthcare services through the LA County Public Health Call Center to increase access to COVID-19 therapeutics as an option for community members to access therapeutics in a timely way.
- Provided in-home COVID-19 vaccinations for over 7,000 homebound residents and their family members to help ensure they have the option to stay up to date on their COVID-19 vaccines.

### Filling Healthcare Vacancies

- Partnered with the Health Departments, CEO and DHR to implement directives in the Board Motion "Investing in Strengthening the Healthcare Workforce" to streamline and accelerate the County's hiring process in order to fill critical vacancies for healthcare workers.
- DPH partnered with the California Department of Public Health, University of California, San Francisco, and University of California, Los Angeles, to implement the California Pathways to Public Health (Cal-PPH) Internship and Fellowship program to increase the workforce capacity of local health departments across California by providing training, support, and work experience for professionals from historically underrepresented and diverse backgrounds. In



Spring 2023, DPH received a cohort of six Interns for a semester-long internship placement.

## Summary of Accomplishments in the last 18 months

Since June 2022, over 40 produce distributions were conducted in Watkins and Obregon parks; approximately 200,000 pounds of produce were distributed, reaching over 34,000 people.

- Through the County's food redistribution program — a collaboration between Public Health, Public Works, and community partners — food that would otherwise be discarded were repurposed to a number of food pantries and other community-based organizations to help provide free meals to households or communities in need. Aided by an app that helped connect community organizations to one another, this effort (from May 2021 to December 2022) resulted in 50 businesses and schools participating, rescuing 102,000 lbs. of food that is equivalent to approximately 84,900 meals directly delivered to clients served by these organizations. The effort/pilot is also uniquely situated to address food waste and climate change, as the amount of food that would have otherwise been wasted equaled about 10.1 million gallons of water and 455,000 lbs. of CO<sub>2</sub> emissions saved.
- Conducted free produce distributions and nutrition education in parks where COVID and Mpox vaccines were provided. Since June 2022, over 40 produce distributions were conducted in Watkins and Obregon parks; approximately 200,000 pounds of produce were distributed, reaching over 34,000 people. DPH partnered with LA Regional Food Bank to provide outreach workers to help individuals and family at Obregon Park enroll into CalFresh.
- Home visitors regularly and directly provided care, support, and education to more than 3,000 individuals (including parents, caregiving adults, and their children 0-5) by building on their knowledge, skills, and ability related to going back to school and finding employment, and through successful referrals and linkages with community resources such as alternative and flexible high school completion, adult education, job training, and resource fairs.
- Through the Public Health Home Visiting Programs (HVP) using the evidence-based models of Healthy Families America (HFA), Nurse-Family Partnership (NFP), and Parents as Teachers (PAT), as well as the state-legislated Family Stabilization (FS) Program, high-risk, high-need, and low-income pregnant and parenting families countywide were served and supported by trained and highly skilled professionals to alleviate poverty and mitigate its possible effects.



- MCAH HVP was the lead program in the assessment, planning, and implementation of the Emergency Baby Formula which were distributed to eligible families during the infant formula shortage that resulted from a global supply chain crisis and a large-scale product recall in 2022. Impacted families with exclusively formula-fed or combined breast/chest-fed children received an emergency supply of formula. 12,000 cans of baby formula were distributed to 1,582 families throughout the county and infant feeding assessments and no-cost lactation support was offered to each family receiving formula.

### **DPH related Activities planned for FY 23/24**

- DPH received Cal-PPH Fellows in May 2023 for a 13-month fellowship placement. These Fellows will be placed in the Division of Medical and Dental Affairs assisting with the Healthcare Consumer Protection Program and Community and Field Services assisting with SPA 2's African American Infant and Maternal Mortality Community Action Team. Both programs aim to address health inequity and improve health outcomes among vulnerable populations.
- Strengthening outreach and enrollment into CalWORKs Home Visiting Program (HVP) to increase participation by families. Assembly Bill 1811 appropriated funding for the implementation of the HVP within the CalWORKs program to provide an opportunity to demonstrate the impact of home visiting services with the vulnerable, needy CalWORKs population. Public Health is working closely with DPSS to pilot on-site outreach efforts in the CalWORKs and GAIN locations.
- Expanding home visiting services under the Enhance Care Management (ECM) and Family First Prevention Services Act (FFPSA). ECM will help provide "population of focus" address clinical and non-clinical needs and FFPSA will enhance support for families who are not only experiencing poverty but to help children remain in their homes and build and strengthen familial capacity raise their children. This will also pilot services to those transitioning from incarceration and experiencing homelessness.
- Increasing nurse home visiting and mental health services utilizing the California Home Visiting Program (CHVP) State General Fund (SGF) Expansion dollars.



## Care First, Jails Last

The Care First, Jails Last Board-Directed Priority (BDP) is a broad priority involving multiple County entities, including the Justice, Care, and Opportunities Department (JCOD), the Department of Youth Development (DYD), the Office of Diversion and Reentry (ODR) within DHS, the Office of Violence Prevention (OVP) within DPH, Probation, Public Defender and Alternate Public Defender, District Attorney, Sheriff's Department, and others. While it began as a Priority directed to improving the treatment of prisoners in County custody, this Priority evolved to be more inclusive of overarching justice system reform, resulting in the creation of the Office of Diversion and Reentry (ODR) in 2015 and the Alternatives to Incarceration (ATI) Office in 2020. Additionally, subsequent motions were enacted to maintain a reduced jail population, invest more robustly in social service and jail diversion programs, and take steps toward decompressing and then closing Men's Central Jail. The most recent new development was the creation of the JCOD in the latter part of 2022, which aims to centralize all non-clinical diversion and reentry efforts and subsumes the functions of the former Alternatives to Incarceration (ATI) and Jail Closure Implementation Team (JCIT) units from the CEO, along with the Reentry Division from the Office of Diversion and Reentry (ODR).

### Summary of Accomplishments in the Last 18 Months

- Creation of the new Justice, Care and Opportunities Department (JCOD), which formally launched on November 1, 2022
- Creation of the new Department of Youth Development (DYD), which formally launched on July 1, 2022. DYD is tasked with the implementation of Youth Justice Reimagined component of the Board-Directed Priority is to equitably improve lifetime outcomes for young people by reducing youth justice system involvement and advancing a transformed, care-first youth justice system that is meaningfully different in process and outcomes from the current youth justice system.
  - Establishment of DYD's administrative and personnel infrastructure.
  - Continuation and expansion of the Youth Diversion and Development (YDD) program.
  - Continuation of collaborative, youth-centered research and design for the County's YJR vision.





Creation of the new Justice, Care and Opportunities Department (JCOD), which formally launched on November 1, 2022.

- Launch of the DYD Credible Messenger pilot program to support young people in Juvenile Halls and Camps in early 2023.
- Completion of the inaugural Youth Diversion and Development program process evaluation and beginning of outcomes, equity, and cost evaluation.
- Beginning of the next phase of youth and community engagement for regional Youth Development Networks and other demonstration projects to support key elements of YJR.
- Finalization of the Year 2 Care First and Community Investment (CFCI) budget allocation, which followed a year of extensive community discussion and deliberation
- Supported DMH in the launch of 988 line in LA County on July 16, 2022, as part of the Alternative Crisis Response (ACR) initiative
- Continuation of the ATI (now JCOD) Incubation Academy, which increases community capacity by providing training and technical assistance to grassroots community-based organizations (CBOs),
- Launch of the Pretrial Release Evaluation Program (PREP) 2.0 pilot to encourage greater use of own recognizance (OR) and supervised pretrial release via linkage to housing and services
- Launch of the Jail Closure Implementation Team (JCIT), now incorporated into JCOD, to coordinate efforts across the County to depopulate and decarcerate the jail system
- Continued successful operation of the Reentry Intensive Case Management Services (RICMS) program, soon to launch its 3rd Prop 47 cohort
- Continued successful operation of the Developing Opportunities and Offering Reentry Solutions-Community Reentry Center (D.O.O.R.S-CRC), soon to launch an expansion of the program in the Antelope Valley
- Continued successful operation of the Skills and Experience for the Careers of Tomorrow (SECTOR) program, soon to launch its 3rd Prop 47 cohort and expand via AB 109 and American Rescue Plan funds



## BDP Activities planned for FY 23/24

- Continued operation and expansion of JCOD programs noted above
- Launch of new programs: Warm Landing Place; LA Training Center; ATI Services and Bed Availability App; and Providing Opportunities for Women in Reentry (POWR)

## Summary of Office of Violence Prevention Accomplishments in the last 18 months

- In July 2021, the Board [approved](#) a motion to expand the Trauma Prevention Initiative to communities in the First, Second, Fourth and Fifth Districts and implement a Crisis Program in South LA. Increased funding for services will amplify and expand efforts to invest in community driven safety solutions.
- OVP launched the 40-point Gun Violence Prevention Platform in June 2022, to address the horrific and significant increase in firearm injuries and deaths in LA County. The platform elevates 4 key priorities: legislation, social connection & healing, gun violence restraining orders awareness & enforcement, and school safety & services with a report scheduled to be released in Summer 2023.
- On November 10, 2022, LA City and Office of Violence Prevention (OVP) signed a [Memorandum of Understanding](#) (MOU) that enhances inter-governmental collaboration and cooperation in several critical areas, including initiatives to reduce gun violence, gang intervention services, joint training to strengthen and increase capacity for staff and agencies doing prevention and intervention work, and support for community-based events.
- The Violence Hope and Healing Storytelling Project (Storytelling Project) is a collaboration between the Los Angeles County Department of Arts and Culture (Arts Department) and the Office of Violence Prevention (OVP), 100 stories were collected from a diverse group of LA County residents. The stories are being shared via a book distributed to stakeholders and storytellers as well as housed in every county library, and on the OVP and DAC websites.





In fiscal year 2023/24, The Office of Violence Prevention plans the implementation of additional Gun Violence Prevention Platform activities, including youth mental health first aid workshops, distributing gun safety locks and safe storage handbooks to families, training clinicians on screening for gun safety, and conducting trauma healing events across the county for community residents.

- Secured Care First and Community Investment (CFCI) funding in FY 2021-22 to support the Rapid Diversion Program at three courthouses (Antelope Valley, Van Nuys, and Clara Shortridge Foltz Criminal Justice Center), and to provide RBH and SUD treatment services to those being released from jail.

**During FY 21-22:**

- 452 individuals screened at courthouses, while incarcerated, to link to SUD treatment in the community upon release;
- 1,040 individuals who reported to be incarcerated within 30 days, resided in SAPC's RBH facilities.

**During the first two quarters of FY 22-23:**

- 240 clients screened at courthouses, while incarcerated, to link to SUD treatment in the community upon release;
- 587 individuals who reported to be incarcerated within 30 days, resided in SAPC's RBH facilities;
- 1,172 clients released from jail were served at substance use disorder treatment programs.

**Other related activities planned for FY 23/24**

**Office of Violence Prevention**

- OVP full implementation of the Crisis Response pilot, and launch the new Family Assistance Program.
- OVP implementation of additional Gun Violence Prevention Platform activities, including youth mental health first aid workshops, distributing gun safety locks and safe storage handbooks to families, training clinicians on screening for gun safety, and conducting trauma healing events across the county for community residents.

**DYD**

- DYD will launch the initial Youth Development Networks and additional youth development services and opportunities.
- DYD to serve as lead role in coordinating programming for youth in the County's juvenile halls and camps, including the expansion of Credible Messenger mentorship.



The New Framework focuses on three key partners – Mainstream Government systems, the Rehousing system, and Partnerships with Cities – each taking action to Coordinate, Prevent, Connect, House, and Stabilize people experiencing or at risk of homelessness.

## Homeless Initiative

Created by the Board in August 2015, the Homeless Initiative (HI) is part of the County's CEO and primarily funded through Measure H, a 1/4-cent sales tax approved by over two-thirds of County voters to create the first revenue stream dedicated to addressing and preventing homelessness.

HI is the central coordinating body for Los Angeles County's ongoing effort – unprecedented in scale – to expand and enhance services for people experiencing homelessness or at risk of losing their homes.

In 2015 and 2016, HI conducted 18 policy summits to obtain input from diverse stakeholders and elected officials regarding its original strategies. These summit meetings also included County departments and agencies; cities and Councils of Governments; policy experts; service providers; community, business, labor, philanthropy and faith-based organizations; as well as people with lived expertise. Those summits resulted in an action plan with 41 strategies that later expanded to 51 strategies in an implementation plan approved by the Board in 2017.

In April 2021, the Board-Directed HI to reassess the HI's 51 homeless strategies and improve or modify them in order to address our ever-changing homeless crisis.

### **The County's New Framework to End Homelessness and the Blue-Ribbon Commission on Homelessness**

The Blue-Ribbon Commission on Homelessness (BRCH), tasked with researching and analyzing homelessness governance reports, studying models from across the nation, and providing a report to the Board that includes recommendations for a new governance model that is appropriate for the County.

In April 2022, the Board approved the Homeless Initiative's New Framework to End Homelessness ("The New Framework"), which provides recommendations based on the reassessment process, as well as the recommendations of the BRCH. The separate reports have overlapping goals of ensuring accountability, streamlining and expanding housing and services, strengthening partnerships with cities and other stakeholders to develop additional solutions, and advancing equity.

The New Framework involves three key partners – Mainstream Government systems, the Rehousing system, and Partnerships with Cities – each taking action to Coordinate, Prevent, Connect, House, and Stabilize people experiencing or at risk of homelessness.



### **Partnerships with Cities and Councils of Governments**

The New Framework and the BRCH recommendations call for strengthening collaboration, creative co-investment, resource pooling with cities and Councils of Governments (COGs) to develop more permanent housing, and coordinating with cities and COGs on encampment decommissioning, while providing pathways to interim/permanent housing and services for encampment residents. The Board established a Local Solutions Fund to support the most impactful, evidence-based regional and local co-investment solutions that will result in effective pathways to housing and services.

### **LA County State of Emergency**

On January 10, 2023, the Board voted to proclaim a local emergency for homelessness in the County of Los Angeles. The Board noted that the County's efforts to address homelessness have resulted in more than 20,000 unhoused individuals being placed into housing every year, 90% of whom remain in housing. However, even more people become unhoused each year. The emergency declaration allows the County to streamline and accelerate contracting, procurement, and hiring related to homelessness and the creation of licensed beds, interim housing, and permanent housing. HI will lead the County's response to the local emergency, and all County departments will be involved.

The County will initially focus on three missions: (1) Reducing encampments to bring unsheltered people indoors; (2) Increasing interim and permanent housing placements; and (3) Ramping up mental health and substance use disorder services for people experiencing homelessness.

### **Key Outcomes**

#### **Permanently Housed**

Since the implementation of Measure H, 98,905 family members and individuals have been permanently housed across the homeless services system, with 37,137 of those placements through Measure H (July 2017 – June 2023).

#### **Interim Housing**

Since the implementation of Measure H, 137,656 family members and individuals have been placed into interim housing, with 72,418 of those in facilities funded through Measure H (July 2017 – June 2023).



## Strategy Outcomes

### Federal Housing Subsidies

Housing Authorities through the County of Los Angeles provided over \$16 million in incentives to landlords to help house 8,415 individuals and families with federal housing vouchers (July 2017 through June 2023).

### Permanent Supportive Housing (PSH) (Strategy D7)

The County provided supportive services and rental subsidies to people experiencing homelessness who have disabilities. Between July 2017 and June 2023:

- Intensive Case Management: 25,664 clients were linked to new Intensive Case Management Services (ICMS) slots.
- Federal Rental Subsidies: 18,789 clients received federal rental subsidies.
- Local Rental Subsidies: 4,100 clients received local rental subsidies.

### Expanding Time-Limited Subsidies (formally Rapid Re-Housing)

Thirty-one-thousand, four-hundred and seventy-eight (31,478) RRH participants were placed in permanent housing (July 2017 through June 2023).

### Homeless Prevention

8,415 people were prevented from becoming homeless through Measure H. Of the 3,551 families that exited the family prevention program, 2,876 (81 percent) either retained their housing or transitioned to other permanent housing. And of the 7,774 individuals that exited the prevention program, 5,527 (71 percent) either retained their housing or transitioned to other permanent housing (February 2018 - June 2023).

### Countywide Benefits Entitlement Services Team (CBEST)

The Countywide Benefits Entitlements Services Teams (CBEST) filed 9,726 SSI/SSDI/CAPI/Veterans' Benefits applications since the inception of the program in April 2017. 3,356 have been approved and 1,820 are pending disposition.

### Countywide Outreach System

Countywide outreach teams engaged more than 79,320 new individuals, connected 91,549 individuals to services, and placed more than 3,492 individuals in permanent housing (July 2017 through June 2023).





### **Los Angeles Homeless Outreach Portal (LA-HOP)**

On July 19, 2018, the HI and LAHSA launched LA-HOP ([www.la-hop.org](http://www.la-hop.org)), a new Countywide Web-based portal that dispatches outreach support to people experiencing homelessness.

Since its launch in July 2018 through June 2023:

- 63,635 requests were submitted via the portal
  - 35% of the requests were made by Concerned Residents
  - 18% by Government Employees
  - 16% by Homeless/Social Service Providers
  - 12% by Self-Referral
  - 11% by Other
  - 4 % by First Responders
  - 3% by Business Owners
  - 1% by Elected Offices Uplifting HI's Efforts

### **Project Homekey**

A joint effort between the County and the State, Project Homekey enabled the County and its partners to acquire 24 properties, mostly hotels and motels, for conversion into interim and permanent housing for people experiencing homelessness – 1,567 units so far. The Board allocated American Rescue Plan Act (ARPA) and Coronavirus Aid, Relief, and Economic Security (CARES) Act funding as a local match to the State's Homekey funding, in order to fully leverage the opportunity. During this FY, several Homekey Round 2 sites opened, including two sites providing interim housing to youth, two sites providing interim housing to families, and one permanent supportive housing site. The State released its Homekey Round 3 Notice of Funding Availability in March 2023. The County submitted 10 proposals for additional funding and to date has received one award to repurpose a Baldwin Park hotel into 107 studio apartments for people experiencing or at risk of homelessness. The County is awaiting notification.



Countywide outreach teams engaged more than 79,320 new individuals, connected 91,549 individuals to services, and placed more than 3,492 individuals in permanent housing.

## DPH related activities

- Released the [third annual report](#) on mortality among people experiencing homelessness (PEH) in Los Angeles County and developed recommendations of action steps to help guide the County's plan and efforts to prevent future PEH deaths.
- Dispatched mobile vaccination teams to domestic violence and homeless shelter sites to increase accessibility among PEH population. Mobile vaccine team outreached to interim housing partners to increase booster uptake and scheduled mobile vaccine events at over 85 sites across Los Angeles County.
- As of 1/17/23, a total 156,347 doses have been administered to PEH and 60,228 PEH have been fully vaccinated, and 7,339 or 12.3% have received at least one bivalent booster since August.
- Served over 11,500 People Experiencing Homelessness (PEH) through Substance Abuse Prevention and Control's (SAPC) substance use treatment system.
- In the past 18 months, the PEH team worked with both internal and external partners to provide isolation and quarantine housing resources to provide shelter for over 1,800 people experiencing homelessness.

## BDP Activities planned for FY 23/24

- DPH will publish its annual Homeless Mortality Report and collaborate with CEO-Homeless Initiative to convene the Homeless Mortality Prevention Initiative.
- DPH-SAPC is planning to expand the Recovery Bridge Housing (RBH) program and is currently in the process of assessing current and prospective RBH providers on their capacity to expand. Expanding the RBH program will provide more beds to be used by PEH who are concurrently enrolled in an outpatient SUD treatment setting and provide them with stable, abstinence-focused, peer-supported housing for up to 180 days. The RBH program currently has 1,181 beds and projected to add at minimum 100 beds.
- DPH-SAPC will continue to support services for clients placed in interim housing settings under the Mayor's Emergency Declaration Inside Safe efforts.





This Priority aims to increase awareness of the impact of environmental hazards on health, including evaluation of impact in communities burdened with environmental pollution.

## Environmental Justice and Climate Health

*Please note: many activities reported below can also fall under Board Priority #7: Sustainability.*

The Board established this Priority in June 2016 with the intention of implementing more rigorous oversight and monitoring of high-risk industrial facilities. This Priority aims to increase awareness of the impact of environmental hazards on health, including evaluation of impact in communities burdened with environmental pollution. A Board motion was passed on April 5, 2022, to rename the original Board priority “Environmental Health Monitoring and Oversight” to “Environmental Justice and Climate Health.” The 2022 motion established a new Office within Environmental Health to address environmental pollution and climate health. While this Priority intersects with other related County initiatives, it has a unique focus on improving public health outcomes and reducing health disparities in communities overburden by pollution and poor air quality.

### Summary of Accomplishments in the last 18 months

- Pursuant to the November 15, 2022 [Board Motion](#) “Advancing Countywide Efforts to Address Environmental Hazards - Establishing the Office of Environmental Justice and Climate Health,” DPH established the Office of Environmental Justice and Climate Health (OEJCH), appointed an interim director, and launched a strategic planning process in consultation with internal and external stakeholders.
- The legacy DPH Climate Change Program (now subsumed into OECJH) served on the Technical Advisory Committee for the [County Climate Vulnerability Assessment](#).
- The legacy DPH Climate Change Program published the [Climate Change and Health Equity, Strategies for Action Report](#), which outlines the inequitable health impacts of climate change, describes populations at greatest risk, and provides an overview of key opportunities to build healthy and climate resilient communities across Los Angeles.
- After a rigorous RFP process, DPH selected UCLA to conduct the Aliso Canyon Disaster Health Research Study ([Health Study](#)) to evaluate the short and long-term health impacts of the 2015-2016 gas well blowout at the Southern California Gas Company’s Aliso Canyon underground gas storage (UGS) facility. UCLA



established subcontract agreements with multiple academic institutions and research organizations that will be assisting with study implementation, including PSE Healthy Energy, New York University, University of California Davis, Oregon State University, California State University Sacramento Consensus and Collaboration Program, and Emory University School of Medicine and Clinical Biomarkers Laboratory. The study is ongoing and results of the research may be used by regulatory agencies, policymakers, healthcare providers, and community organizations to inform local responses and/or actions that support the recovery and the health of the impacted communities.

- In collaboration with the Los Angeles Regional Collaborative for Climate Action and Sustainability (LARC) and DPH's Office of Communications and Public Affairs, the legacy Climate Change Program developed a social media campaign to educate residents about the dangers of extreme heat and its links with climate change and provide health protective information and resources. More than 460,000 impressions were garnered from posts by DPH and LARC over the course of the Summer 2022 campaign, which is being repeated during the summer of 2023.
- OECJH engaged with community partners and regulatory agencies regarding oil and gas development in the City and County of LA and the State of California, resulting in: (1) the phase out of oil and gas in the City of Los Angeles and unincorporated Los Angeles County, and (2) vastly strengthened health protections for communities living near oil and gas development statewide. An industry-allied group qualified a veto referendum on the state's updated regulations for the November 5, 2024 election, meaning that the public vote will determine whether the regulations will be upheld ("yes" vote) or vetoed ("no" vote).
- OECJH secured a research contract with the University of California at Los Angeles Schools of Public Health, Medicine, and Community Dentistry to conduct the Baldwin Hills Health Assessment and Environmental Justice Study. The study began in 2021 and findings are expected by June 30, 2024.
- OECJH worked in collaboration with other County departments and their consultants to assess health risks of residents living near the Cogen Landfill.



- OECJH conducted outreach in the communities near Quemetco, to provide health information and resources, including blood lead testing and continues to provide input to the Department of Toxic Substances Control on Quemetco related projects.
- OEJCH provided health guidance for the implementation of California Air Resources Board's (CARB) AB-617 Community Air Protection Program 4 environmental justice communities in Los Angeles County.
- OEJCH responded to the November 1, 2022 [Board Motion](#) "Investigating Safe Maximum Indoor Temperature Thresholds to Assist Heat Vulnerable Tenants and Workers in High-Risk Workplaces." Based on literature searches and key stakeholder interviews, the response recommended safe maximum temperature thresholds of 82 degrees for dwelling units and suggested policy options as well as funding opportunities for implementation.
- DPH is utilizing the funds from multiple settlements to implement Lead Free Homes LA, a program designed to remove lead paint hazards from the inside and outside of older homes in environmental justice communities. As of August 25, 2023, the Program has received 2,112 applications, 341 of which are in the area impacted by Exide. The total number of households enrolled is 1,408 of which 248 are in the Exide area. Of the homes tested, the total number of units with lead-based paint hazards is 1,083, 190 in the Exide area. A total of 414 homes have completed the remediation process.

### **BDP Activities planned for FY 23/24**

- OEJCH plans to conduct stakeholder engagement to inform the development of a new five-year strategic plan with implementation beginning by the end of FY 23/24.
- OEJCH is developing a map of hazardous facilities and sites to provide information about the locations and types of facilities that are sited next to sensitive receptors county-wide.



## Immigration

The Immigration Board-Directed Priority (housed in the Office of Immigrant Affairs (OIA) within DCBA) aims to create a culture within the County of Los Angeles that embodies the County's commitment to advance the wellbeing of the 3.5 million immigrants who live in the County and to deeply integrate them into all aspects of County life. Immigrants make up 44 percent of the County's workforce, run small businesses that generate 40 percent of the County's self-employed income, and nearly 60 percent of County-born children have at least one immigrant parent. The County is responsible for the wellbeing of all its residents by ensuring that they have equitable access to available public support services. Therefore, the Board unanimously adopted this Priority in September 2017 to ensure a focus on policy, legislation, litigation, services, and outreach to serve immigrants and their families in an equitable manner. Over the past 18 months, OIA has implemented several initiatives to advance this Priority, including:

- RepresentLA – An ongoing \$14 million investment, four-pillar program to provide immigration legal representation and wraparound services to immigrants. RepresentLA now has more than a dozen contracted legal organizations to represent vulnerable immigrants who are asylum seekers, human trafficking victims, minors, and homeless.
- Capacity Building for Immigrant Serving Non-Profits – A \$5 million in ARP investment to strengthen the capacity of non-profits that support immigrants in recovering from the pandemic. A \$2 million Phase 1 provided \$150,000 awards each to 10 organizations that serve diverse immigrant communities. A \$3 million Phase 2 investment is underway to support 26 additional immigrant-serving organizations.

### Immigrant Access to Support Services

- In August 2022, the Board-Directed OIA and major public-facing departments to create and execute a plan to ensure that County immigrant residents, including traditionally underserved Indigenous, Latino, Black, and AAPI immigrant communities, are aware of the new Public Charge Rule and are encouraged to access critical public benefits, including the expansion of Medi-Cal, the California Food Assistance Program, and cash-aid. The Board also ordered that County staff be trained to serve immigrant clients in a linguistically, culturally and immigration appropriate manner.



Efforts that an OIA and County departments workgroup have undertaken in response to this Board directive include:

- Outreach to more than 4 million people through outbound phone calls and texting, public billboards and digital bulletins, and in-person and virtual public workshops.
- Transitioning 85 percent of the 60,000 individuals enrolled in the My Health LA Program to full-scope Medi-Cal.
- Training approximately 1,000 County employees and non-profit partners on the new Public Charge rule and how to serve immigrants and their families.
- Monitoring and supporting the adoption of a kinder Public Charge Rule.

## Language Access

Developed and submitted to the Board a Countywide Language Access and Equity Plan with a framework and several recommendations to bolster language access that were subsequently adopted by the Board, including:

- An assessment of the County's current language capacity to equitably serve its immigrant residents.
- A review of Federal and State legal regulations governing language access.
- A framework to strengthen language access across County departments.
- Strategic goals and recommendations for countywide language access.
- Development and implementation of a Countywide Language Access Policy.

## BDP Activities planned for FY 2023/24

- Implementation of the comprehensive Countywide Language Access Initiative.
- Completion of Phase II of the ARP \$3 million investment to strengthen capacity of immigrant-serving non-profit organizations.
- Ensuring the fiscal sustainability and expansion of RepresentLA by completing and absorbing a \$4 million investment from the City of Los Angeles.



With the “Our County Sustainability Plan” as the foundation, this Priority advances a vision of a healthier, more equitable, and more resilient County.

## Sustainability

The Board approved Sustainability as a Board-Directed Priority in August 2019. Housed in the Chief Sustainability Office, this Priority upholds a comprehensive and coordinated approach to sustainability issues in the County. With the “Our County Sustainability Plan” as the foundation, this Priority advances a vision of a healthier, more equitable, and more resilient County. The Sustainability Plan not only covers traditional environmental issues, but also workforce and economic development, transportation, housing, and issues of possible displacement.

### Summary of Accomplishments in the last 18 months:

- In October 2021, the CSO released the countywide Climate Vulnerability Assessment (CVA), which examines the County’s social and physical vulnerability to climate hazards such as extreme heat, wildfire, and flooding — which are projected to become more severe in the coming decades. The report highlights equity implications of the assessment findings. These findings will guide a range of climate adaptation, emergency preparedness, and community resiliency efforts, including the Board-directed Climate Resilience Initiative to be led by the CSO.
- As directed by a motion passed in December 2021, beginning in October 2022 customers in unincorporated areas of LA County, who are served by Clean Power Alliance, now receive a default of 100% clean, renewable energy, an increase from the 50% clean energy they received before. Rates for low-income customers on a subsidized rate remain the same, and all customers have the option to opt out.
- On April 19, 2022, the Board adopted the “Reduction of Waste from Single-Use Articles and Expanded Polystyrene Products” ordinance. The ordinance requires that food service ware be either recyclable, compostable, or reusable, and bans the retail sale of many expanded polystyrene products. It also requires that full-service restaurants use reusable food service ware. Public Works, with support from the Department of Public Health, began enforcement in May 2023, and an outreach and education campaign is underway.



- In response to a 2020 Board motion in recognition of Indigenous Peoples' Day, the CSO and LANAIC coordinated with County departments on a report to identify barriers to the observance by Tribal and Native communities of religious and cultural practices on County-owned lands resulting from County, State, or federal policies and to make recommendations on how to address them.
- CSO worked with the Los Angeles Mayor's Office of Sustainability throughout 2021 and 2022 to convene a Just Transition Task Force that developed recommendations for ensuring an equitable phaseout of oil drilling in Los Angeles. The Just Transition Strategy Report was issued in December 2022, and the Taskforce will continue convening in 2023 and beyond to advise implementation.
- In December 2022, the Los Angeles County Food Equity Roundtable, under the guidance of CSO, released its Comprehensive Strategic Action Plan. The plan is based on input from more than 200 community-based organizations and 100-plus food system experts nationwide, and the Board of Supervisors voted in February 2023 to adopt it as a roadmap to improve food access for the County's most vulnerable communities and create a more sustainable and resilient food system.

### **BDP Activities planned for FY 23/24**

- CSO will continue to work towards completion of an Urban Forest Management Plan (UFMP), a community-driven and equity focused plan for ensuring a climate-appropriate, healthy, and resilient tree canopy that is equitably distributed. The creation of the UFMP includes a comprehensive stakeholder engagement strategy and in the fall and winter of 2023, CSO and the City of Los Angeles will host 50 workshops so the public can help shape plans for trees in their neighborhoods. The final UFMP is expected to be available in 2024.



- Coordinated by the CSO, the County launched its first ever Youth Climate Commission. Commissioners are expected to make recommendations and provide ideas and advice to the Board on the County's climate-related goals, plans, actions, policies, and initiatives. The Youth Climate Commission is made up of 25 commissioners, including five from each Supervisorial district. Over the coming year, the inaugural commissioners will continue to meet quarterly to assess the needs and priorities of their districts to then provide recommendations to the Board on County climate change work. Each year the commission will prepare an annual report to the Board its activities. The commission has a website, [ycc.lacounty.gov](http://ycc.lacounty.gov) where you can find more information about meetings and the commissioners.
- As directed by the Board, CSO and Public Works have been exploring opportunities to advance building decarbonization. CSO and Public Works will continue working to identify the most impactful and feasible strategies that the County can implement to reduce or eliminate carbon emissions associated with new and existing buildings.
- The CSO will coordinate with departments, as directed by the Board, to develop a County-specific Heat Action Plan. This plan will build off of the Climate Vulnerability Assessment, Heat Ready CA, and other efforts to maximize heat resilient infrastructure and provide a heat-safe environment for everyone in LA County.
- The CSO will serve as the lead entity for the EPA Climate Pollution Reduction Grants (CPRG) program. This two-phase grant program provides funding of \$250 million for noncompetitive planning grants, and \$4.6 billion for competitive implementation grants. This funding for which the County applies will help develop and implement plans for reducing greenhouse gas emissions and other harmful air pollution.
- CSO and PW will co-lead the sustainability subcommittee of Infrastructure LA. The subcommittee will work to advance opportunities for equitable, climate-resilient, and community-led infrastructure projects across the region.





The Board unanimously adopted a motion to establish an Anti-Racist County Policy Agenda recognizing, affirming, and declaring that racism is a matter of public health in the County of Los Angeles. Racism against Black people has reached crisis proportions that result in large disparities in family stability, health and mental wellness, education, employment, economic development, public safety, criminal justice, and housing.

## ARDI

On July 21, 2020, the Board unanimously adopted a motion to establish an Anti-Racist County Policy Agenda recognizing, affirming, and declaring that “racism is a matter of public health in the County of Los Angeles and that racism against Black people has reached crisis proportions that result in large disparities in family stability, health and mental wellness, education, employment, economic development, public safety, criminal justice, and housing.” The Board issued several related directives, including developing a strategic plan and underlying policy platform and establishing an organizational unit—since created and called the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative—within the CEO. ARDI works to advance anti-racism, diversity, equity, inclusion, and belonging in all aspects of County culture and services, to root out structural racism, eliminate disparities, and improving life outcomes (<https://ceo.lacounty.gov/racial-equity-strategic-plan/>).

### Summary of Accomplishments in the last 18 months

- **The American Rescue Plan (ARP):** ARDI coordinates with CEO-Budget, Internal Services Department (ISD), and multiple departments to effectuate the equitable implementation of County ARP funds, including the program design and evaluation of funded projects, as well as the development and application of equity principles, a funding formula, and tools. From January 2022 through June 2023, ARDI:
  - Supported the development of 90 ARP-funded project designs.
  - Publicly launched the Equity Explorer Mapping Tool.
  - Developed an ARP tracking and reporting system in collaboration with ISD that streamlines project design and allows public transparency on ARP-funded services, grants, and contracting opportunities.
  - Held multi-department convenings for reporting/collaboration on ARP implementation.
  - Launched the online ARP Reporting and Tracking System: <https://arptracking.ceo.lacounty.gov>
  - Amended Project Design form to respond to feedback from community members, including immigrant and transgender, gender non-conforming, and intersex (TGI) communities.



- Updated public dashboard project information pages to reflect the responses to questions developed in response to community feedback first ethnic media briefing (80 attendees and 86 call-in attendees for other languages).
- Launched the Countywide evaluation process to evaluate the outcomes and determine the success of ARP programs.
- **Black People Experiencing Homelessness (BPEH):** The BPEH Implementation Steering Committee is working to develop and implement a comprehensive action plan for advancing a transformative, anti-racist homelessness system that reduces the number of Black people experiencing homelessness in Los Angeles. From January 2022 through June 2023, ARDI:
  - Hosted the BPEH Action Planning Kick-Off event on January 9, 2023.
  - Completed The Road May be Long, but the Journey is Just Report: 2023 Update and Implementation Roadmap on the Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness.
  - Analyzed current data infrastructure across various homeless systems and partners to identify metrics to guide work of reducing racial disproportionality in homelessness in LA County. The analysis included:
    - › Engagements with CEO-Homeless Initiative, LA County Chief Information Office (CIO), Los Angeles Homeless Services Authority (LAHSA), Department of Health Services (DHS), Department of Public Health (DPH), Department of Children and Family Services (DCFS), Probation, Department of Consumer and Business Affairs (DCBA), Office of Diversion and Reentry (ODR), Department of Mental Health (DMH), and Los Angeles County Development Authority (LACDA).
    - › An examination and refinement of existing data-related efforts, including the State of Black Los Angeles report, health and well-being domains of the Prevention Services Task Force, refinement to the County's Equity Explorer tool, the County's Concentrated Disadvantage Index (CDI), and data dashboards for the County's American Rescue Plan Act.
    - › Supported CEO-Homeless Initiative's efforts to strengthen their equity related metrics for tracking their three strategic missions tied to the County Emergency Declaration.



- **Bruce's Beach:** On April 20, 2021, the Board directed the Chief Executive Officer and the Executive Director of Racial Equity to collaborate with County Counsel and relevant departments to develop a plan to return Bruce's Beach to the legal heirs of Charles and Willa Bruce. As part of this initiative, ARDI:
  - Supported the County's process to return Bruce's Beach to the legal heirs of the Bruce family.
  - Presented at the GARE Statewide Convening regarding steps the County took to accomplish the return to educate other jurisdictions on the process and considerations.
  - Began to research and develop a Countywide process for analyzing and responding to land return requests.
- **Stakeholder Communications:** To establish ARDI's identity and communicate ARDI's goals, strategies, messaging, and activities with key stakeholders, ARDI:
  - Improved and expanded its online presence and outreach network by launching a redesigned ARDI website and increasing listserv subscribers.
  - Developed and rolled out new ARDI branding to establish a clear identity, unified communication strategy, and visual presence.
  - Launched the internal ARDI awareness branding campaign and created tools (presentation, FAQs, graphics) for Department Heads to share with the workforce to promote awareness of ARDI and increase understanding of its vision, mission, and racial equity concepts.
- **Stakeholder Engagement:** Stakeholder outreach and engagement activities are designed to include impacted communities during the development, implementation, and evaluation of ARDI initiatives. From January 2022 through June 2023, ARDI conducted more than 175 stakeholder engagements. Below are some highlights:
  - Sponsored and/or hosted more than 50 events to collect feedback on the Countywide Racial Equity Strategic Plan, which led to the addition of new strategies.
  - Hosted launch events for Black People Experiencing Homelessness, State of Black LA Report, and Latinos Experiencing Homelessness.



ARDI has offered trainings to Department Heads, Chief Deputies, Executive Team Leads, and Equity Action Team members on foundational concepts of racial equity and the neuroscience of decision-making for LA County leaders.

- Conducted a Town Hall with Transgender, Gender Non-conforming, and Intersex (TGI) communities to inform ongoing and future efforts designed to address inequities faced by TGI individuals.
- Convened the Stakeholder Engagement Workgroup, which created a subcommittee that drafted the Stakeholder Compensation Guidelines under review by County Counsel.
- **Countywide Racial Equity Strategic Plan:** The strategic plan articulates how LA County became inequitable, the historical factors (e.g., spatial and racial disparities and inequities) that helped produce racial inequality and presents a vision for a new reality in the County. To help achieve the County's vision, the plan articulates a set of ten-year strategic goals, dozens of strategic initiatives, and an overview of activities that will move the County toward implementation. ARDI completed the Countywide Racial Equity Strategic Plan and the Board adopted the Plan in July of 2023.
- As part of implementing the Racial Equity Strategic Plan and the FY 2022-2023 MAPP Goal, ARDI worked with departments to develop equity action plans that initially focused on policy, procedures, and practices (PPP) and departmental GARE survey results in workstreams. These equity action plans have begun and will continue to incorporate strategies from the Countywide Racial Equity Strategic Plan. To effectively support the departments in developing equity action plans, ARDI undertook the following steps:
  - Conducted nine information sessions for departmental equity action team members outlining the workstreams for the equity action plans.
  - Secured a software platform to house the departmental equity action plans to strengthen alignment and analysis of departmental equity efforts across the County.
  - Developed an implementation framework focused on Strategies, Key Results, Ideas, Validation Steps, and Tasks (SKRIST). SKRIST is an implementation framework that emphasizes the importance of iteration and the testing of ideas before fully implementing activities to meet identified strategies.



- Provided technical assistance throughout the equity action planning stages to ensure departments' successful completion of the MAPP Goal.
- **Culture and Climate:** To achieve the County's equity goals within the County's workforce and workplace. ARDI is working to strengthen equity values and priorities at the departmental level. To initiate this work, ARDI:
  - Launched two Countywide surveys, including the Government Alliance on Race and Equity (GARE) survey and the LA County Workplace Climate Employee survey, to better understand internal County dynamics impacting diversity and inclusion and its capacity to effectuate policies, procedures, and practices needed to promote belonging, inclusion, and acceptance.
  - Launched an internal working group with DHR and County Counsel to examine the Countywide grievance process recommendations to improve the current grievance system and policy and instill a culture of belonging, inclusion, and acceptance across the County.
  - Began engaging initial departments to better understand departmental dynamics around belonging, inclusion, and acceptance.
  - Offered trainings to Department Heads, Chief Deputies, Executive Team Leads, and Equity Action Team members on foundational concepts of racial equity and the neuroscience of decision-making for LA County leaders.
- **Latinos Experiencing Homelessness:** On October 18, 2023, the Board directed ARDI, in partnership with the Los Angeles Homeless Services Authority (LAHSA), to assess how gaps in the County social service system can result in increased numbers of Latinos falling into homelessness. In response to the Board motion, ARDI:
  - Developed an implementation roadmap to respond to the Board Motion.
  - Convened the Latinos Experiencing Homelessness Summit on May 26, 2023, which showcased data on Latinos experiencing homelessness and identified focus areas and potential solutions to remove barriers for Latino/a/x communities who need to access preventative and homeless services. Approximately 300 participants attended virtually and in-person.



- Created cross-sector and cross-jurisdictional coordination space around Latinos experiencing homelessness. Current partners and entities include the CEO-Homeless Initiative, LAHSA, and the City of Los Angeles. Through this effort, ARDI led the development of a joint work plan that identifies opportunities for alignment and collaboration and continues to support LAHSA in launching a task force focused on Latinos experiencing homelessness.
  - Secured philanthropic funds to implement the roadmap, which includes listening sessions to better understand barriers facing Latinos experiencing homelessness or most at-risk for becoming homeless, a landscape analysis with recommendations on mitigating the rise of Latinos experiencing homelessness and plans in collaboration with cross-sector and cross-jurisdictional entities and partners.
- **Equity in the Built Environment:** To infuse and prioritize equity in the built environment, ARDI supports the infrastructure work led by County departments and the implementation of specific Board directives. Through this work, ARDI:
  - Collaborated with Public Works on the Equity in Infrastructure Initiative to implement community engagement strategies, build and release the Equity in Infrastructure website, and create a GIS map layering community input from different sources to centralize and identify outreach needs.
  - Added a Justice40 layer to the Equity Explorer tool in collaboration with the ISD-GIS unit. The layer reflects the Climate & Economic Justice Screening Tool (CJEST) geospatial mapping definitions designed to identify communities that can benefit from the infrastructure investment programs covered by the Federal Justice40 Initiative, such as the Bipartisan Infrastructure Law (BIL).
  - Collaborated with County Departments to decriminalize bicycle riding in unincorporated areas of Los Angeles County through amendments to the County Code of Ordinances, Title 15, that the Board approved on June 27, 2023, and Title 19 for future Board consideration.
  - Coordinated and participated in a panel presentation for the 2023 Governing for All: California, Government Alliance on Race & Equity (GARE) Conference to highlight the work of the County to decriminalize mobility through implementation of the Vision Zero Action Plan.



- **Prevention and Promotion Services Task Force:** After a year-long collaborative process with input from hundreds of stakeholders, including community members with lived expertise, service providers, subject matter experts, and departmental staff, ARDI developed and facilitated the adoption of 14 recommendations by the Prevention Services Task Force to reimagine the coordination and delivery of prevention and promotion services in Los Angeles County. From March 2022 through June 2023, the Task Force:
  - Convened and facilitated collaboration across the 23 Task Force members and 50+ working table members, including representatives from more than 20 County and regional government departments and entities, community members with lived expertise and community-based service providers.
  - Partnered with community members and County stakeholders to create a Countywide Vision, Model, and set of Guiding Principles for Prevention and Promotion.
  - Developed and launched a community engagement process with multiple strategies to reach, partner with, and co-create solutions with community members and community-based service providers who hold lived expertise. ARDI also conducted face-to-face meetings with more than 100 stakeholders with knowledge and expertise (both lived and professional) relating to this initiative, including the ongoing engagement of all 23 Task Force members, more than 50 tables members across the three subject area tables, and more than 50 community representatives.
  - Compiled a Countywide prevention and promotion program inventory and funding streams analysis.
  - Identified coordinating functions to inform the development of a prevention and promotion governance structure that encompasses programming, policy, budgeting, contracting, staffing, community engagement, and data systems. The Task Force also recommended the establishment of a Prevention and Promotion Coordination Team to provide capabilities and capacity for the County within several of these functions.
  - Developed a preliminary analysis relating to disproportionalities in County systems across 12 life course outcomes spanning all life stages.



- Identified and analyzed existing operational barriers to budget coordination and strategic funding sustainability and coordinated service delivery across County prevention entities.
- Developed an initial list of priority life course outcomes and guiding prevention metrics to reflect the status of well-being LA County and help inform program and policy decision-making.
- **State of Black LA Report:** ARDI completed and published the inaugural report on the State of Black Los Angeles County. This online, interactive report comprises several in-depth sections centered on the outcomes and lived experiences of Black people in Los Angeles County across a host of metrics. In this report, ARDI uses quantitative, geospatial, and ethnographic data to assess how Black residents, across multiple indicators, within the domains of health, housing, income and employment, education, and safety and justice, are faring. Development of the report involved:
  - Four teams spent approximately 4,500 hours of research, writing, and data analysis.
  - Input from approximately 1,800 people in the County representing 50 community organizations who were engaged during 54 community sessions.
  - Data and analysis of 286 countywide statistical areas (CSAs).
  - Six domains and 38 sub-domains/indicators.
  - Interviews with 12 local subject matter experts.

ARDI presented the report at two professional conferences and has begun planning for the next annual report. A contract with a local academic institution to co-develop the second annual report (2023-2024) was executed on June 30, 2023.

### **BDP Activities planned for FY 23/24**

- Continued implementation of the Racial Equity Strategic Plan, through the coordination of 4 workgroups formed to focus on different aspects of the Plan.
- Continue evaluation of ARP-funded projects and implementation of the Community Navigator program.





- Help to establish the Prevention and Promotion Systems Governing Committee (Committee) and launch the Prevention and Promotion Coordination and Implementation Team.
- Develop the second edition of the State of Black Los Angeles County Report.
- Countywide report based on the analyses of the LA County Workplace Climate Employee survey responses.



On May 18, 2021, the Board of Supervisors adopted a motion that declared poverty and economic opportunity to be matters of public health.

## Poverty Alleviation Initiative

On May 18, 2021, the Board of Supervisors adopted a motion that declared poverty and economic opportunity to be matters of public health. The motion further created a ninth Board-Directed Priority, the Countywide Poverty Alleviation Initiative (PAI), directing that entity to develop and implement a strategic plan for alleviating poverty across the County. The PAI became fully operational in August 2021. The PAI's strategic framework for alleviating poverty was adopted by the Board on July 12, 2022. Implementation began in September 2022, the PAI is working with residents, communities, stakeholders, County departments, jurisdictions, and other partners to achieve its vision.

### Summary of Accomplishments in the last 18 months:

- LA County adopted, and is now implementing, a countywide strategic framework for alleviating poverty that was strongly driven by residents and stakeholders
  - 1,024 total participants provided ideas for the plan, including:
    - › A diverse sampling of 643 LA County residents and individuals with lived expertise
    - › Representatives from 148 community-based organizations and stakeholder entities across LA County (including few state and national partners)
    - › Employees from 23 LA County departments
- Improved cooperation and coordination across LA County departments and with external stakeholders in addressing poverty alleviation
  - 25 current partners are helping to implement the five PAI-led priority initiatives (11 LA County departments and initiatives/14 city and State partners, and community-based, non-profit, and/or philanthropic organizations)
  - Won a National Association of Counties Achievement Award for the development and implementation of the strategic framework and partnership-building



- Secured \$51.7M million in additional proposed commitments and allocated funding from Los Angeles County, California State, and philanthropy to support multiple PAI priority initiatives. (This includes all funding raised after the last BDP report was published and does not include the \$16.3M of funding reported in that report). This is an example of an increased momentum building for contributing to and being included in the PAI's work, from both internal and external stakeholders.
- Launched the Countywide Guaranteed Income Program, Breathe, the largest guaranteed income program in the country. This program was launched on March 31, 2022 and was fully implemented on August 15, 2022; it will continue through July 15, 2025.
  - LA County is giving 1,000 residents, \$1,000 a month for three years, and was expanded on June 20 2023, to include an additional 200 former LA County DCFS foster youth who aged-out of the system and are between the ages of 21 and 23.
- Secured funding from the California Department of Social Services, DMH, the County, and philanthropic partners to launch the Abundant Birth – Los Angeles program that will serve a minimum of 400 pregnant people at the highest risk for adverse birth outcomes for whom economic hardship and social marginalization are the daily realities. The partnership for this initiative includes DPH, the African American Infant and Maternal Mortality Initiative, DHS, and First 5 LA.
- Led the coordination of efforts across the County to increase the number of eligible residents claiming tax credits
  - Increased the number of low-income tax filings within our existing free tax-preparation network, Free Tax Prep LA, by more than 15,000 returns.
  - On average, each person received an almost \$2,000 cash boost in effective income, roughly a 7% increase.
  - Increased the combined amount of tax credit claims by \$3.2 million; applying the standard local multiplier (1.2 to 1.5) to this amount produces an estimated local economic impact of \$3.8 million to \$4.8 million spent in our under-resourced communities.



- This project won the LA County Quality and Productivity Commission's Bronze Eagle and Outstanding Teamwork Awards in October 2023.
- Launched twenty-one resident-led grant-funded projects across the County that residents believe uplift their communities and address either a root cause or effect of poverty
- The project will be implemented for one year and evaluated by the University of California, Los Angeles
- Recruited 188 recipients from DPSS's General Relief program to attend one of several Metro bus driver hiring events, 21 of whom received a job offer

### **Additional Accomplishments by PAI Partners:**

- DCBA helped 184 employees collect \$365,000 in back wages and fines
- Los Angeles City assisted 1,219 unique households with financial assistance exceeding \$1.5 million and prevented them from experiencing homelessness
- DEO, DHR, and the Worker Education & Resource Center expanded the Preparing Los Angeles for County Employment program by placing an additional 100 participants into LA County jobs
- DEO issued \$1,500 cash payments to 100 training program participants to cover services used while seeking employment; 25 of them secured permanent employment
- DEO helped 51 youth secure employment, 20 of which are in high growth sectors as part of their Youth@Work Elevate program; this project won the LA County Quality and Productivity Commission's Gold Eagle Award in October 2023.
- DEO awarded more than 1,000 grants to microbusinesses, totaling over \$4 million



## BDP Activities planned for FY 2023/24

- Evaluate the 21 community-led grant-funded projects for effectiveness of the approach
  - Launch a guaranteed income program for at least 400 pregnant people
  - Expand the collaborative to strengthen warm hand-offs between County departments and free tax preparation services to further increase tax credit filings from eligible LA County residents
  - Implement a plan for enhancing and improving DPSS's customer service
  - Implement a process for redesigning DPSS's General Relief benefit program
  - Launch a one-year design process for conducting a meta-evaluation across all PAI priorities

## CONCLUSION

The County remains committed to serving as a safety net for all County residents, supporting individuals as they move from crisis to stability and ultimately, to a place where all communities can thrive. This goal is reflected in the evolution of County services toward a more streamlined, comprehensive, coordinated, equitable and transformative system of care. The CEO looks forward to sharing future updates on the progress, accomplishments and achievements of Countywide programs and services that help to address the Board's priorities.