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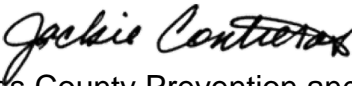
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July 22, 2024

TO: Supervisor Lindsey P. Horvath, Chair
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FROM: Jackie Contreras, PhD 
Chair of the Los Angeles County Prevention and Promotion Systems
Governing Committee, and Director of the Los Angeles County
Department of Public Social Services

SUBJECT: **REPORT BACK ON BUILDING LOS ANGELES COUNTY'S
PREVENTION INFRASTRUCTURE (ITEM NO. 14, AGENDA OF JULY
25, 2023)**

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

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

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

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

PROGRESS UPDATE ON THE PPSGC’S WORK

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

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

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

Phase One: Focus Selection

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

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

Stakeholder Engagement Efforts

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

Phase One Stakeholder Engagement Themes

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

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

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

Themes from these sessions included:

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

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

PPSGC Workgroups and Deliberation

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

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

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

Domain	Child Welfare & Family Well-Being	Behavioral Health	Homelessness & Housing
Population	Families with Young Children, Ages 0-5	Youth and Young Adults, Ages 11-24	- County Systems-Impacted Transitional Aged Youth (TAY), Ages 18-24 - Older Adults, Ages 60+
Outcome Goals	Increase social, emotional and physical well-being of families with children between the ages of 0-5 and reduce associated racial disparities	Increase social, emotional and mental well-being of youth and young adults between the ages of 11-24 and reduce associated racial disparities	Increase housing stability for County-systems impacted youth between ages 18-24 and older adults age 60+ and reduce associated racial disparities
Population-Level Indicators (Metrics)	<ul style="list-style-type: none"> - Percentage of families with living wage incomes (>300% FPL) - Rates of pre-term births - Rates of domestic violence/intimate partner violence - Rates of allegations of maltreatment - Rates of substantiated maltreatment - Rates of associated racial disparities 	<ul style="list-style-type: none"> - Suspension rates for youth ages 11-19 - Rates of disconnection among youth and young adults ages 16-24 Note: “Disconnected youth” are not in school, in training, or in the workforce - Rates of associated racial disparities 	<ul style="list-style-type: none"> - Rates of housing stability for County systems-impacted TAY, ages 18-24 - Rates of housing burden for households led by adults age 60+ - Rates of associated racial disparities

Cross-Cutting Systems-Level Priorities

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

Figure 3. Cross-Cutting Systems-Level Priorities

1.	Maximize sustainable funding/redirect flexible funding to support prevention and promotion efforts
2.	Establish processes for cross-departmental funding equity for shared clients
3.	Develop a multifaceted information and referral system that meets residents where they're at
4.	Remediate access barriers by: <ul style="list-style-type: none">• Prioritizing access to County services for families at risk of child welfare system involvement• Addressing long-standing and well-known systems-level issues that negatively impact residents' ability to access supportive services, resources, and opportunities• Address issues that negatively impact access to supportive services, resources and opportunities from residents' perspective• Engage in targeted state and federal policy advocacy to resolve law and regulations that serve as barriers
5.	Improve strategic alignment and coordination globally

Overarching Approach

Throughout Phase One, stakeholders consistently communicated the importance of:

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

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

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

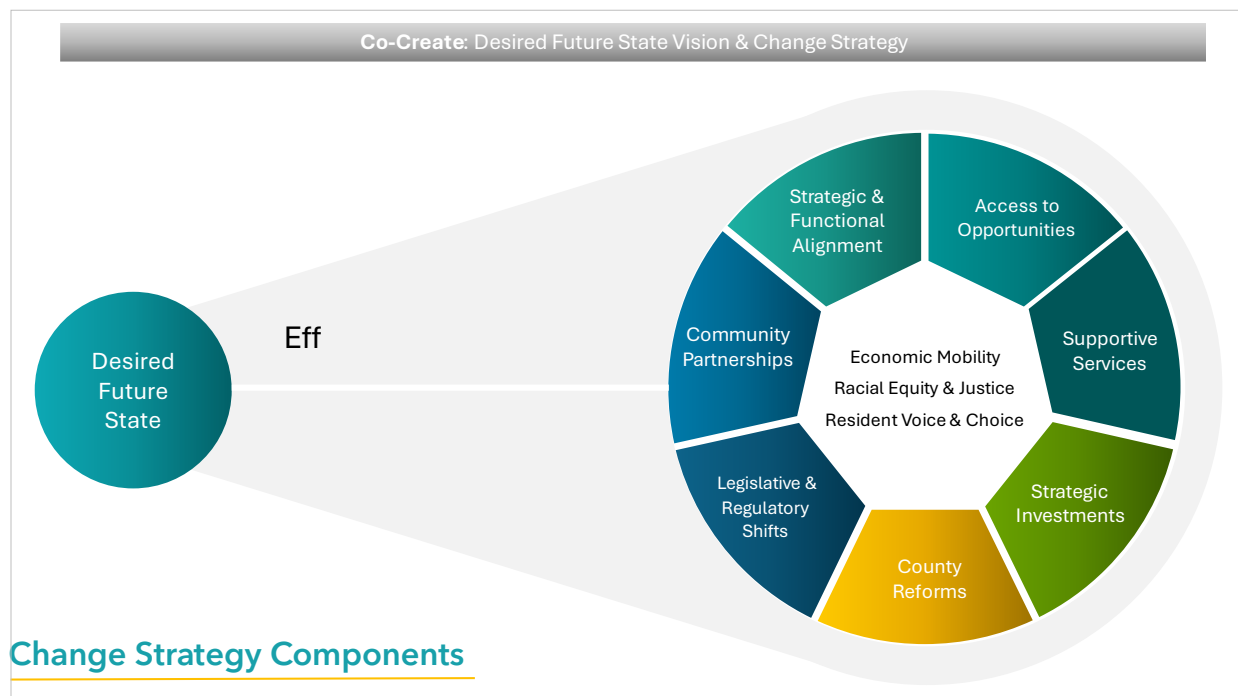
PHASE TWO: ACTION PLANNING

The next phase of the PPSGC’s work involves: 1) conducting a rapid analysis to understand the County’s “current state” relative to the selected outcome goals and indicators (metrics); 2) envisioning and aligning on the County’s “desired future state” relative to the selected outcome goals and indicators (metrics); 3) developing comprehensive change strategies to serve as roadmaps for achieving our desired future state and improving outcomes for residents across the life course; and 4) leveraging the change strategies to develop the various Board-directed plans.

As outlined in Figure 4, the domain-specific change strategies will include recommendations in the following areas for each domain:

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

Figure 4. Change Strategy Components



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

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

Countywide Strategic and Functional Alignment

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

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

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

Data Development

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

ADDITIONAL COMMUNITY OUTREACH AND ENGAGEMENT

Ongoing Stakeholder Engagement

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

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

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

Stakeholder Engagement Plan

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

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

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

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

Community Outreach and Engagement Ad Hoc Committee

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

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

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

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

Recommendations for a Prevention Community Advisory Group

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

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

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

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

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

Recommendations for Stakeholder Compensation

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

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

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

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

Conclusion

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

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

JC:TH

Enclosures

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

Each Supervisor

July 22, 2024

Page 12

Executive Director, Anti-Racism, Diversity, and Inclusion Initiative

Executive Director, First 5 Los Angeles

Executive Director, CEO-Homeless Initiative

Social Services Deputies, Board of Supervisors

Education Deputies, Board of Supervisors

Health Deputies, Board of Supervisors

Homeless Deputies, Board of Supervisors



COUNTY OF LOS ANGELES
PREVENTION &
PROMOTION SYSTEMS
GOVERNING COMMITTEE

Stakeholder Engagement Plan

July 2024

TABLE OF CONTENTS

- 1.0 BACKGROUND AND STAKEHOLDER ENGAGEMENT PLAN OVERVIEW2**
 - 1.1 PPSGC BACKGROUND 2
 - 1.2 PPSGC FOCAL POPULATIONS, OUTCOME GOALS, AND INDICATORS (METRICS) 3
 - 1.3 SYSTEMS-LEVEL PRIORITIES 3
 - 1.4 PPSGC CHANGE STRATEGY MODEL 4
 - 1.5 STAKEHOLDER ENGAGEMENT PLAN SCOPE 4
 - 1.6 COMMITMENT TO EQUITY AND INCLUSION 5
- 2.0 STAKEHOLDERS6**
- 3.0 CORE ENGAGEMENT STRATEGIES AND ACTIVITIES.....7**
 - 3.1 CORE ENGAGEMENT STRATEGIES 7
 - 3.2 ENGAGEMENT ACTIVITIES..... 9
- 4.0 PPSGC WORK PHASES..... 11**
 - 4.1 OVERVIEW OF PHASE ONE: FOCUS SELECTION 11
 - 4.2 PHASE TWO: ACTION PLANNING 13
 - 4.3 PHASE THREE: IMPLEMENT AND SUSTAIN 14
- 5.0 BEST PRACTICES FOR SUCCESSFUL STAKEHOLDER ENGAGEMENT 15**
- 6.0 POPULATION-SPECIFIC OUTREACH, ENGAGEMENT, AND OTHER CONSIDERATIONS..... 16**
 - 6.1 Families with Young Children 16
 - 6.2 Youth and Young Adults, Ages 11-24 17
 - 6.3 Older Adults, Age 60+ 19
- 7.0 ASSESSING THE EFFECTIVENESS OF STAKEHOLDER ENGAGEMENT EFFORTS 21**
- 8.0 Appendices.....22**
 - Appendix A: Stakeholder Engagement Framework
 - Appendix B: Thematic Analysis
 - Appendix C: Listing of Stakeholders Engaged

1.0 BACKGROUND AND STAKEHOLDER ENGAGEMENT PLAN OVERVIEW

1.1 PREVENTION AND PROMOTION SYSTEMS GOVERNING COMMITTEE BACKGROUND

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





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

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

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

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

Figure 1. PPSGC Priorities

			
Racial Equity and Justice			
Economic Empowerment and Mobility			
Center Resident Voice and Choice			
Domain	Child Welfare & Family Well-Being 	Behavioral Health 	Homelessness & Housing 
Population	Families with Young Children, Ages 0-5	Youth and Young Adults, Ages 11-24	Systems-Impacted TAY*, Ages 18-24 Older Adults, Aged 60+
Outcome Goals	Increase social, emotional and physical well-being of families with children between the ages of 0-5 and reduce associated racial disparities	Increase social, emotional and mental well-being of youth and young adults between the ages of 11-24 and reduce associated racial disparities	Increase housing stability for County - systems impacted youth between ages 18-24 and older adults age 60+ and reduce associated racial disparities
Population-Level Indicators/Metrics	<ul style="list-style-type: none"> Percentage of families with living wage incomes (>300% FPL) Rates of pre-term births Rates of domestic violence/intimate partner violence Rates of allegations of maltreatment Rates of substantiated maltreatment Rates of associated racial disparities 	<ul style="list-style-type: none"> Suspension rates for youth ages 11-19 Rates of disconnection among youth and young adults ages 16-24 Note: “Disconnected youth” are not in school, in training, or in the workforce <ul style="list-style-type: none"> Rates of associated racial disparities 	<ul style="list-style-type: none"> Rates of housing stability for County systems-impacted TAY, ages 18-24 Rates of housing burden for households led by adults over 60+ Rates of associated racial disparities

* Transitional Age Youth

1.3 SYSTEMS-LEVEL PRIORITIES

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

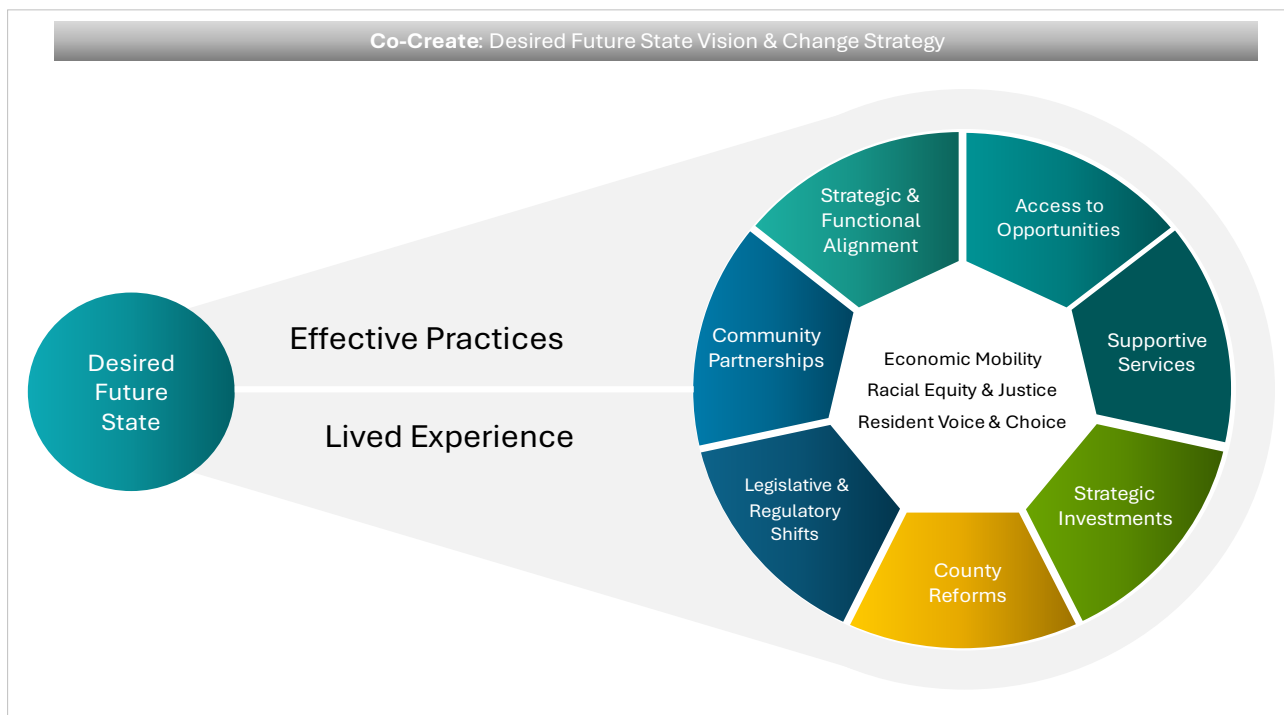
Figure 2. Cross-Cutting Systems-Level Priorities

1.	Maximizing sustainable funding streams to allow more flexible funding to be redirected to prevention and promotion
2.	Establishing processes to ensure cross-departmental funding equity for shared clients
3.	Addressing access barriers by: <ul style="list-style-type: none"> › Developing a multifaceted information and referral system that will facilitate “no wrong door” access to services › Prioritizing access to County services for families at risk of child welfare system involvement › Addressing known system-level access barriers, such as issues with Countywide contracting and other prohibitive policy and processes › Making a greater effort to understand and address client-level access barriers Strengthening efforts to engage in state and federal policy advocacy to address legislative and regulatory access barriers
4.	Facilitating PPSGC alignment with the County’s Interagency System of Care
5.	Improving strategic alignment and coordination globally

1.4 PPSGC Change Strategy Model

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

Figure 3: Change Strategy Components



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

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

1.6 COMMITMENT TO EQUITY AND INCLUSION

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

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

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

2.0 STAKEHOLDERS

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

Categories of stakeholders include, but are not limited to:

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

3.0 CORE ENGAGEMENT STRATEGIES AND ACTIVITIES

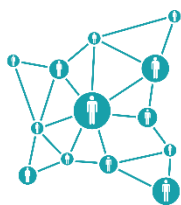
3.1 CORE ENGAGEMENT STRATEGIES

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



Roll Up Our Sleeves Together: PPSGC Workgroups

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



Meet Stakeholders Where They Are: Leverage Existing Networks

Community Networks

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

Internal (County) Networks

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



Cohort Approach: Community Advisory Body

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

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



Learn and Adapt: *Feedback Loop*

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



Valuing Contributions: *Compensation*

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

3.2 ENGAGEMENT ACTIVITIES

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

1 Stakeholder Mapping

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

2 Stakeholder Listening Sessions

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

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

3 Stakeholder Surveys

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

4 Regular PPSGC Meetings

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

5 Social Media

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

6 Thematic Analysis

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

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

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

Figure 4. Thematic Analysis Initiatives

1.	Adverse Childhood Experiences - Southern California Members	9.	Faith-Based Outreach Countywide
2.	Bold Vision Community Council	10.	First 5 LA 2020-2028 Strategic Plan Development
3.	Department of Business and Consumer Affairs <ul style="list-style-type: none"> › Tenant Protection Efforts › Eviction Prevention Efforts 	11.	Homeless Initiative Resident Engagement Efforts
4.	Department of Mental Health Prevention Efforts	12.	LA County Youth Commission
5.	Department of Public Health Trauma Prevention Initiative	13.	LA County Library Feedback Sessions
6.	Efforts to Address Inequities Facing Transgender, Gender Non-Conforming, and Intersex People	14.	Office of Child Protection Youth Listening Sessions
7.	Poverty Alleviation Initiative Framework Development	15.	Office of Violence Prevention <ul style="list-style-type: none"> › Strategic Plan Development › Safety Listening Sessions
8.	Purposeful Aging LA	16.	Thriving Families, Safer Children

4.0 PPSGC WORK PHASES

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

4.1 OVERVIEW OF PHASE ONE: FOCUS SELECTION

Timeline: December 2023 - June 2024

Phase One Description

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

Phase One Stakeholder Engagement Goals

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

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

Summary of Phase One Stakeholder Engagement Efforts

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

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

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

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

Key Themes from Phase One Stakeholder Engagement Efforts

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

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

Stakeholders also lifted up the importance of:

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

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

Homelessness and Housing domain themes included:

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

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

4.2 PHASE TWO: ACTION PLANNING

Timeline: June 2024 - December 2024

Phase Two Description

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

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

Phase Two Stakeholder Engagement Goals

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

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

Summary of Initial Phase Two Stakeholder Engagement Efforts

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

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

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

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

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

Early Themes from Phase Two Stakeholder Engagement Efforts

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

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

4.3 PHASE THREE: IMPLEMENT AND SUSTAIN

Timeline: Ongoing

Phase Description

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

Stakeholder Engagement Goals

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

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

5.0 BEST PRACTICES FOR SUCCESSFUL STAKEHOLDER ENGAGEMENT

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

1.	Maintaining a space in which stakeholders feel heard, respected, supported, and empowered
2.	Shared decision making and transparency about decision-making
3.	Providing meeting information that is clear and easy to understand in a timely manner
4.	Providing consistent and timely updates on PPSGC activities
5.	Eliminating barriers to stakeholder participation related to: <ul style="list-style-type: none"> › Meeting locations and times › Interpretation/translation needs › Transportation and childcare (when possible)
6.	Promotion of participating stakeholders' well-being and development by: <ul style="list-style-type: none"> › Being trauma-informed and healing-centered › Working to develop/reinstate the trust of community stakeholders › Providing support before or after meetings to facilitate full engagement on agenda items and next steps (when possible) › Making available professional development trainings and workshops related to the PPSGC's work (when possible)
7.	Compensating stakeholders for their active participation in approved PPSGC-led activities

6.0 POPULATION-SPECIFIC OUTREACH, ENGAGEMENT, & OTHER CONSIDERATIONS

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

6.1 Families with Young Children

Outreach and Engagement Strategies

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

1.	Hosting inclusive, child-friendly events
2.	Facilitating childcare (when possible)
3.	Creating spaces that feel inclusive to fathers
4.	Creating safe spaces where parents can share about their challenges and needs without fear of harmful interactions with punitive systems (i.e., mandated reporting)
5.	Providing dinner when hosting in-person events in the evenings (when possible)
6.	Leveraging engagement events to provide concrete supports, e.g., diapers, wipes, etc., (when possible)
7.	<p>Make available information regarding holistic, family-centered resources during engagement events (when possible). Examples include, but are not limited to:</p> <ul style="list-style-type: none"> › Concrete needs and crisis support services › Employment opportunities › Parent support workshops and classes › Child development › Early childhood socialization opportunities › Financial planning › Family fitness classes

Potential Partner Organizations

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

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

Additional partners will be identified through stakeholder mapping.

Special Considerations

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

6.2 Youth and Young Adults, Ages 11-24

Outreach and Engagement Strategies

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

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

Making available information regarding youth and young adult-centered activities and resources during engagement events (when possible). Examples include, but are not limited to:

7.
 - › Concrete needs and crisis support
 - › Life skills development classes/programs
 - › Employment opportunities
 - › Housing programs

Potential Partner Organizations

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

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

Additional partners will be identified through stakeholder mapping.

Special Considerations

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

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

6.3 Older Adults, Age 60+

Outreach and Engagement Strategies

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

1.	Prioritizing in-person, face-to-face interactions and attentive listening
2.	Leveraging natural touchpoints, such as senior centers, social security offices, and senior-friendly restaurants
3.	Utilizing lower-tech media, such as mailers, newspaper, and radio, for outreach. Facebook is also an effective platform
4.	Holding targeted, older adult-friendly engagement events, such as "discount days" and multi-generational events
5.	Leveraging engagement events to provide concrete supports (when possible) e.g., hygiene products, food, etc. or one-stop shops for supportive resources
6.	<p>Making available information regarding access to services and supports, such as:</p> <ul style="list-style-type: none"> › Senior meal programs › Transportation services › Community health centers › Housing programs › Senior-focused activities, such as computer classes, dance groups, arts classes, etc.

Potential Partner Organizations

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

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

Additional partners will be identified by stakeholder mapping.

Special Considerations

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

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

7.0 ASSESSING THE EFFECTIVENESS OF STAKEHOLDER ENGAGEMENT EFFORTS

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

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

8.0 APPENDICES

APPENDIX A: STAKEHOLDER ENGAGEMENT FRAMEWORK



APPENDIX B: THEMATIC ANALYSIS

Thematic Analysis

SUMMARY & RECOMMENDATIONS

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

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

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

Themes, Limitations, and Stakeholders

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

Thematic Analysis

Themes, Limitations, and Stakeholders (continued)

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

Thematic Analysis

Themes, Limitations, and Stakeholders (continued)

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

Thematic Analysis

Source and Demographic Representation

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

Thematic Analysis

Source and Demographic Representation (continued)

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

APPENDIX C: STAKEHOLDERS ENGAGED

Lived Expertise

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

Research Partners

- California Policy Lab
- Clutch Consulting

Non-County Government Partners

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

Community Partners

- 211 Los Angeles County
- 3FN
- 3N2U
- 826LA
- Alliance for Children's Rights
- A Place Called Home
- Association of Community Human Service Agencies
- Adorable Babies Jump Start Corporation
- Adventist Health White Memorial Family Residency Program
- All Saints Church Foster Care Project
- Antelope Valley Partners for Health
- Apartment Association of Greater LA
- Armenian Relief Society Social Services
- Armenian Relief Society Social Services
- Association Greater Los Angeles
- Biddy Mason Charitable
- Biddy Mason Charitable Foundation

- California Alliance of Caregivers
- California Black Women's Health Project
- California Black Women's Health Project
- California Community Foundation
- California Hospital Medical Center
- Casey Family Programs
- Cause Communications
- Centinela Youth Services
- Child and Family Center
- Children's Bureau
- Children's Institute International
- City of Los Angeles, Community
- Commission on Alcohol and Other Drugs
- Community Corp of Santa Monica
- Creative Minds ADP Inc
- Crystal Clear Learning Center
- Didi Hirsch Mental Health
- Dorothy's Daughter
- El Nido Family Centers
- Esperanza Housing
- Faith Based Coalition
- Families Uniting Families
- First 5 LA
- FosterAll
- Foundation
- Green Thumb AV Youth Program
- Hathaway Sycamores Child and Family Service
- Haynes Family of Programs
- Health
- Health Net
- Help Me Grow LA
- Helpline Youth Counseling
- Hillsides
- Inner City Law Center
- Investment for Families Department
- Kids Clinic
- Kingdom Life Fellowship Church
- LA County Commission for Children and Families
- LA County Domestic Violence Council
- LA LGBT Center
- Los Angeles County Human
- Los Angeles Dependency Lawyers Inc
- Loving Hearts Mother's and Daughters in Unity
- Lynnwood Worship Center/Hawthorne Assemblies of God
- Mandated Supporting Initiative Coalition
- Maternal Mental Health NOW
- Maternal, Child and Adolescent Health -
- Mental Health Center, Inc.
- Nuevo Amanecer Latino Children's Services
- Olive View - UCLA Medical Center
- ONEgeneration Adult Day Care
- Opportunity Youth Collaborative
- Para Los Niños
- Peace Over Violence
- Pennylane
- People Assisting the Homeless
- Relations Commission

- Rehabilitation Program
- Robert F. Kennedy Institute of Community and Family Medicine
- Safe Place for Youth
- SAFETY ALLIANCE GROUP
- San Fernando Valley Community
- SHIELDS For Families
- Solé of the CommUNITY
- Soledad Enrichment Action Inc.
- Southern California Health and
- SPIRITT Family Services
- Stanton Elementary
- Strong Healthy and Resilient
- Styles Behavioral Services
- Sycamores
- TeleCare Corporation
- The Children's Clinic
- The L.A. Trust for Children's
- The Mayors Fund for Long Beach
- The RightWay Foundation
- The Vaughn Foundation
- Tiera's Mission
- Tres Jolie
- UCLA Health
- US Center for SafeSport
- Vaughn Charter School District
- Ventura County Public Health
- Veteran Social Services Inc.
- Voices Of Hope FFA
- Young Leaders Program
- Young Women's Christian

County Departments and Initiatives

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