

April 2, 2025

TO: Supervisor Kathryn Barger, Chair
Supervisor Hilda L. Solis
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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: **PROGRESS UPDATE 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) adopted the [Building Los Angeles County's Prevention Infrastructure](#) motion, which directed the establishment of the Prevention and Promotion Systems Governing Committee (PPSGC) to oversee the coordination and collaboration of promotion and prevention (P&P) services Countywide. Among the directives in this motion, the PPSGC was charged with developing six cross-departmental plans (Plans): 1) Programs and Services Plan, 2) Spending Plan, 3) Stakeholder Engagement Plan, 4) Staffing Plan, 5) Operational Management Plan, and 6) Policy Agenda.

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

The motion also directed the PPSGC's initial efforts to concentrate on three focus areas or domains: 1) Child Welfare and Family Well-Being, 2) Homelessness and Housing, and 3) Behavioral Health. Further, the Board charged the PPSGC with using Life Course Theory to select at least one population-level outcome and associated indicators (metrics) within each domain to be promoted or prevented and serve as the focus of its efforts. Indicators selected would also focus on closing racial disproportionalities and disparities and consider overlapping identities with racial and ethnic groups, including but not limited to women and LGBTQ+ communities.

Building a P&P Infrastructure

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

During this reporting period, the PPSGC and PPCIT:

1. **Conducted a landscape analysis of existing efforts** by domain. PPSGC staff, along with the Office of Child Protection (OCP) and the Department of Public Health (DPH), conducted a landscape analysis of existing efforts, and associated gaps and opportunities within each domain. The findings revealed that it is more effective to build, consolidate, and collaborate

upon these efforts, rather than establish new bodies to generate the plans and deliverables directed in the motion. See Attachment II-V for details.

- 1) **The PPSGC moved into leadership positions in, or established new, domain-specific program-level Coordination Bodies (CBs)** to serve as vehicles for advancing Plan development, and stewarding program-level implementation and coordination.
- 2) The PPSGC, in collaboration with CB members, **developed a set of proposed strategies for each domain and population** outlined in the [July 22, 2024 report](#). An overview of these proposed strategies is found in the Executive Summary. More detailed accounts of the strategies and the landscape analyses that led to their development are in Attachments II-V.
- 3) **The PPCIT established an interdepartmental systems-level infrastructure** consisting of high-level decision-making representatives from 24 County departments and agencies to coordinate the implementation of PPSGC P&P efforts, and PPCIT-specific Products that support the Board directives. This infrastructure includes functional work groups comprised of departmental Subject Matter Experts (e.g., in data sharing, funding, contracting, etc.), development of a set of programming, funding and contract inventories, and consultant teams to develop user journey maps and an organizational plan to guide interdepartmental implementation of the Board-directed Plans. A comprehensive summary of PPCIT efforts and planned activities can be found in Attachment VI.

Next Steps

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

- 1) Using a data-informed approach, based on Life Course Theory, **PPSGC and PPCIT will continue to build out the domain-based proposed strategies** and ensure alignment with the Board's directives.
- 2) **Identify data-verified contributing factors** that support the achievement of identified outcomes.
- 3) **Apply results to refine strategies as needed** and select specific County and departmental actionable levers and resources to impact the strategies selected.
- 4) **Establish one or more targeted and nimble demonstration models within each domain** to test assumptions related to the strategies and action steps, validate tools and collaboration models, and identify barriers and opportunities. These models will serve to gather data that will be used to refine preliminary PPSGC Plans and PPCIT Products called for in the motion.
- 5) **Apply all findings gathered to finalize the Plans and Products** across all domains consistent with the workflow contained in Attachment VII (subject to refinement).

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

JC:TH:vsz

Attachments (7)

cc: Executive Officer, Board of Supervisors
Chief Executive Office
Chief Information Office
County Counsel
Director, Los Angeles County Department of Children and Family Services
Director, Los Angeles County Department of Mental Health
Director, Los Angeles County Department of Public Health
Director, Los Angeles County Department of Public Social Services

Executive Director, Los Angeles County Office of Child Protection
Executive Director, Center for Strategic Partnerships
Executive Director, Anti-Racism, Diversity, and Inclusion Initiative
Executive Director, First 5 Los Angeles
Executive Director, CEO-Homeless Initiative
Social Services Deputies, Board of Supervisors
Education Deputies, Board of Supervisors
Health Deputies, Board of Supervisors
Homeless Deputies, Board of Supervisors

EXECUTIVE SUMMARY

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

Building the P&P Infrastructure

Program Level

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

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

Figure 1. PPSGC Focal Populations, Outcomes, and Metrics

Domain	Population	Outcomes	Indicators/Metrics
Behavioral Health	Youth and Young Adults, Ages 11-26	Increase social, emotional and mental well-being of youth and young adults between the ages of 11-26 and reduce associated racial disparities. (Reduce rates of youth disconnection and increase rates of connection to school and work)	<ul style="list-style-type: none"> › Suspension rates for youth ages 11-19 › Rates of disconnection among youth and young adults ages 16-26 › Rates of associated racial disparities
Homelessness and Housing	County Systems-Impacted Transitional Aged Youth (TAY), Ages 18-26	(Decrease homelessness and) increase housing stability for County-systems impacted youth between ages 18-26 and reduce associated racial disparities	<ul style="list-style-type: none"> › Rates of housing stability for County systems-impacted TAY, ages 18-26 › Rates of associated racial disparities
Homelessness and Housing	Older Adults, Ages 60+	(Decrease homelessness and) increase housing stability for County older adults ages 60+ and reduce associated racial disparities.	<ul style="list-style-type: none"> › Rates of housing burden for households led by adults over 60+ › Rates of associated racial disparities
Child Welfare and Family Well-Being	Families with Young Children, Ages 0-5	Increase social, emotional and physical well-being of families with children between the ages of 0-5 and reduce associated racial disparities. (Reduce the number of children entering into the child-welfare system and increase family stability).	<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

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

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

Figure 2: Overview of Designated Coordination Bodies and Backbone Support

Domain	Population	Designated Coordination Body	Leads	Purpose/Goals
Behavioral Health	Youth and Young Adults, Ages 11-26	TAY Table	CCF-MSI, DYD, OCP, YC	Serve as the County's Coordination Body (CB) for Countywide efforts to prevent youth/young adult disconnection and re-engage young people who may already be experiencing adverse outcomes
Homelessness and Housing	County Systems-Impacted Transitional Aged Youth, Ages 18-26	One Roof 2.0	DCFS, CEO-HI, Watson Consulting	Serve as the County's CB for Countywide efforts to prevent/address homelessness among DCFS- and Probation-impacted youth through age 26. One Roof 2.0 reimagines two existing housing focused bodies: the TAY Housing Action Team and One Roof.
Homelessness and Housing	Older Adults, Ages 60+	Regional Coordinating Council on Aging and Disability	A&D, CEO-HI	Develop initial strategies and strategies for a projected plan in this domain. Underway: establishing a PPSGC co-led Prevention Subcommittee.
Child Welfare and Family Well-Being	Families with Young Children, Ages 0-5	Community Pathway 2.0	CCF-MSI, DCFS, OCP	Serve as the County's CB for diverse, but aligned efforts to promote child, youth, and family well-being and prevent contact with crisis systems, including maternal health and well-being.

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

Systems Level

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

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

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

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

- 2) Information contained in the P&P Program, Funding and Contracting inventories.
- 3) Consultant services secured to support the development of the PPSGC plans through:
 - a. User Journey Mapping.
 - b. Funding/resource mapping.
 - c. Development of a countywide organizational plan to guide interdepartmental and department-specific implementation.

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

Overview of Proposed Strategies

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

- 1) Behavioral Health Domain: Addressing Disconnection Among Youth and Young Adults
Align and leverage existing Countywide efforts, infrastructure, and relationships. Develop and bolster the availability of and access to services, resources, and opportunities. Increase departmental staff knowledge and understanding of positive youth development, the emerging adulthood life stage, and effective practices for promoting thriving and well-being among this population. Measure the impact of Countywide efforts to inform pivots from those not yielding desired results and the scaling up of effective approaches.
- 2) Homelessness and Housing Domain: Promoting Housing Stability Among Systems-Impacted TAY
Align and leverage existing Countywide efforts and infrastructure to maximize resources and impact. Expand the safety net for systems-impacted youth and young adults *through age 26*. Ameliorate housing and supportive services cliffs by strengthening the continuum of care and transition planning. Strengthen targeted policy advocacy. Measure the impact of Countywide efforts to inform pivots from those not yielding desired results and the scaling up of effective approaches.
- 3) Child Welfare and Family Well-Being: Families with Children, Ages 0-5
Align and leverage existing Countywide initiatives and infrastructure to maximize resources. Prevent family involvement with crisis systems. Increase access to economic and concrete supports. Improve mandated reporter decision making. Strengthen policy advocacy.
- 4) Homelessness and Housing Domain: Older Adults, 60+
Under development. The PPSGC is establishing a co-led Prevention Subcommittee to develop the strategies needed for this population.

Transition to Implementation

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

Plan Refinement

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

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

The Plans developed via this process will be presented to the PPSGC for review, approval, and submission to the Board. Board-approved Plans are returned to the PPSGC-designated

department leads for implementation. PPSGC-designated CBs, departmental leads, and the PPCIT will co-design implementation pilots for each of the approved Plans. Approved pilots will be implemented by the respective departmental leads and stakeholders.

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

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

Implementation Pilots

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

PPSGC and PPCIT Eco System

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

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

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

Simultaneously, at the countywide level of the infrastructure, the PPCIT was stood up. Capacity to support interdepartmental plan development and implementation was established through the creation of five workgroups, a centralized P&P Inventory of programs, funding and service contract information, and securing consultant services. The respective products and outputs of workgroups and consultants, such as User Journey Mapping and funding analysis, will be critical elements that will shape the Plans developed.

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

Interim Community Advisory Body

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

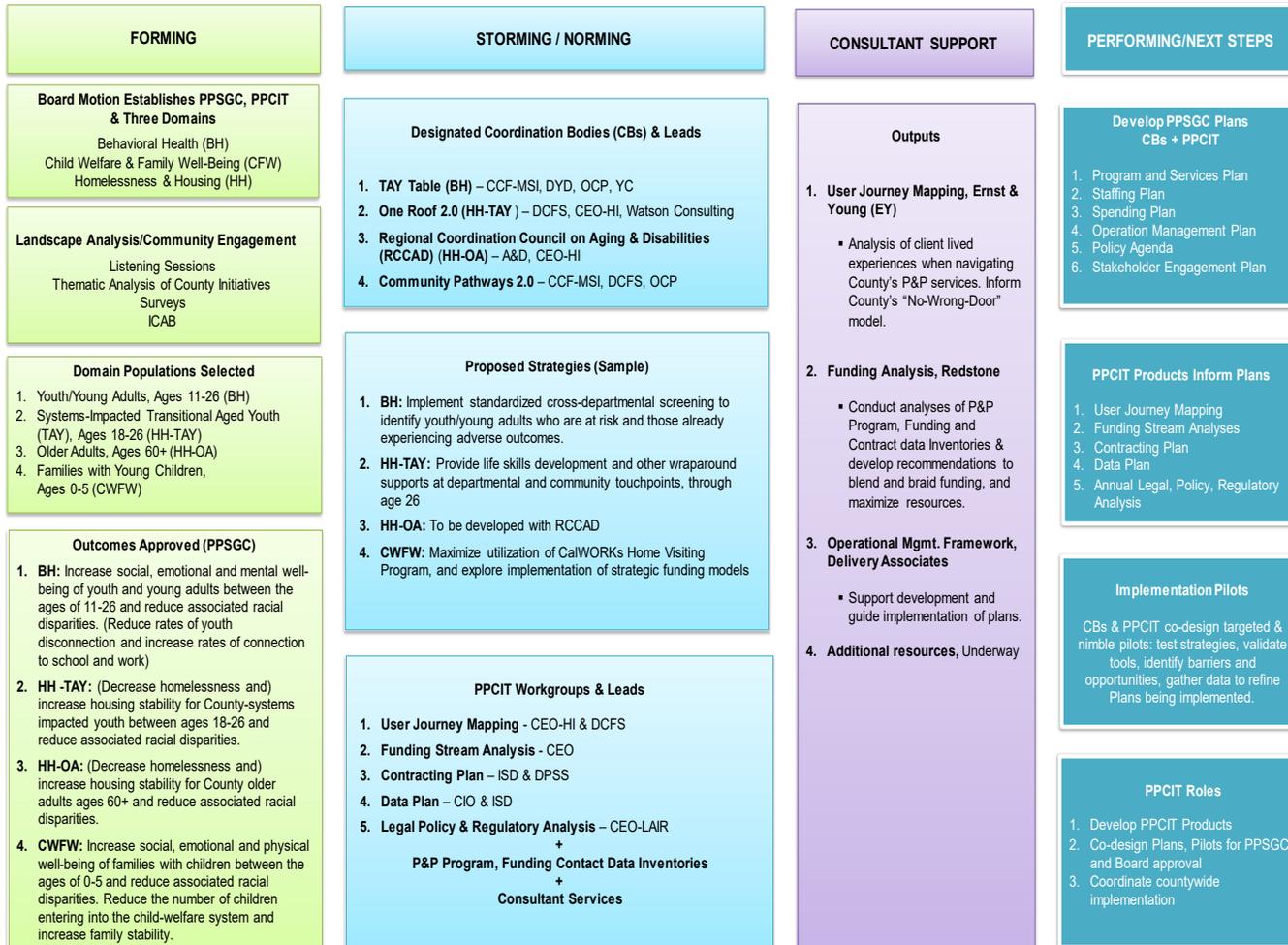
Summary

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

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

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

PPSGC and PPCIT Infrastructure and Eco System



BEHAVIORAL HEALTH DOMAIN
Addressing Disconnection Among Youth and Young Adults
Program-Level Infrastructure

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

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

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

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

Current Landscape Analysis

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

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

Proposed Strategies to Inform Board-Directed Plan (Plan)

2. Development and implementation of protocol and processes for Countywide standardized screening for youth/young adult disconnection from education and employment and strengthen pathways to linkages to services, resources and opportunities to prevent disconnection for those at risk and support re-engagement of those who are already experiencing adverse outcomes. This includes development of a proposed web-based TAY hub.
3. Development, launching, and evaluation of a high-quality, career pathway-focused workforce initiative targeting young adults between the ages of 18-26. The initiative would be inclusive of associated wraparound supports.
4. Institutionalizing and supporting the emerging TAY Table as the County's Coordination Body (CB) and vehicle for cross-departmental capacity building regarding the emerging adulthood life phase and positive youth development, systems alignment, planning, collective impact, and stewardship of efforts to address youth/young adult disconnection. See Attachment V for details.

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

Outcome Goal	Indicators/Metrics	Proposed Countywide Strategies	Proposed PPSGC and PPCIT Strategies
<p>Increase social, emotional, and mental well-being for youth and young adults between the ages of 11-26 and reduce associated racial disparities.</p> <p>(Reduce rates of youth disconnection and increase rates of connection to school and work)</p>	<ol style="list-style-type: none"> 1. Reduce Suspension Rates for youth between the ages of 11-19 2. Reduce Rates of Disconnection among youth and young adults between the ages of 16-26 3. Reduce rates of associated racial disparities 	<p><i>Strategies center around 1) education, 2) workforce, and 3) the wraparound supports that promote thriving in these areas</i></p> <ol style="list-style-type: none"> 1. Align and leverage existing Countywide efforts, infrastructure, and relationships 2. Develop and bolster the availability of and access to services, resources, and opportunities 3. Increase departmental staff knowledge and understanding of positive youth development, the emerging adulthood life stage, and effective practices for promoting thriving and well-being among this population 4. Measure the impact of Countywide efforts to inform pivots from those not yielding desired results and the scaling up of effective approaches 	<ol style="list-style-type: none"> 1. Institutionalize and support the emerging TAY Table as the County's CB and vehicle for cross-departmental planning, alignment, investments, capacity building, innovation, and stewardship of efforts to prevent disconnection among youth/young adults 2. Implement standardized cross-departmental screening to identify youth/young adults who are at risk and those already experiencing adverse outcomes 3. Develop pathways to educational opportunities, workforce opportunities, and/or wraparound services, resources, and opportunities for those who screen positive <ol style="list-style-type: none"> a) Establish region-based alliances with educational institutions, workforce partners, and youth/young adult- centering community-based organizations b) Network and align (with an anti-disconnection agenda) existing school-based departmental partnerships c) Network and align (with an anti-disconnection agenda) existing youth/young adult drop-in/access centers d) Maximize Medi-CAL and CalAIM utilization for this population e) Develop a centralized Countywide TAY website/app to improve access to information about services, resources, and opportunities. This includes dedicated departmental resources to ensure that information remains accurate 4. Resolve pressing data sharing issues to improve data collection and care coordination via a cross-sector integrated TAY-focused data committee 5. Launch a cross-departmental TAY-focused learning collaborative to develop internal capacity 6. Launch a high-quality career pathway-focused workforce initiative targeting young adults between the ages of 18-26 <ol style="list-style-type: none"> a) This includes case management/navigation support, near peer mentorship, and other critical wraparound resources 7. Scale up effective approaches 8. Select aligned department-level metrics to measure the impacts of respective efforts using an accountability framework

HOMELESSNESS AND HOUSING DOMAIN
Current Landscape Analysis, Transition Age Youth and Older Adults
Program-Level Infrastructure

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

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

Current Landscape Analysis

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

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

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

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

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

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

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

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

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

One Roof 2.0 and Associated Activities to Promote Housing Stability

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

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

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

- › Conduct a feasibility assessment of prioritizing former foster youth in the Los Angeles Homeless Services Authority’s (LAHSA) Coordinated Entry System (CES) and for associated supportive services;
- › Develop strategies and recommendations for strengthening transition/discharge planning across County systems and services;
- › Develop strategies and recommendations to build the County’s infrastructure to support former foster youth through age 26; and,
- › Provide biannual report backs on the progress of these efforts.

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

- › Prevention Committee/Enhanced Transition Planning Workgroup – This area of focus involves strengthening efforts to prevent TAY from falling into homelessness by improving transition planning processes and bolstering the supportive infrastructure available to systems-impacted young people. Key deliverables include:
 - › Strategies and recommendations for enhanced transition planning from County systems and services,
 - › A trauma-informed enhanced transitions demonstration project. The project would involve a multi-agency multidisciplinary team approach, inclusive of near peer leadership, that would begin providing enhanced transition support prior to the young person exiting DCFS and Probation supervision, through age 26; and,
 - › A feasibility assessment and associated recommendations for prioritizing former foster youth in the LAHSA CES and County-funded supportive services, through age 26.

- Housing and Supportive Services Committee:

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

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

- Integrated TAY-Focused Data Committee – see attachment V detail

- Policy Committee – This committee will identify key local, state, and federal policy priorities to facilitate housing stability among this population. These priorities will inform the PPSGC’s Board-directed policy agenda.

Proposed Strategies for Board-Directed Plan (Plan)

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

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

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

Outcome Goal	Indicators/Metrics	Proposed Countywide Strategies	Proposed PPSGC and PPCIT Strategies
<p>(Decrease homelessness and) Increase housing stability for County-systems impacted youth between ages 18-26.</p>	<ol style="list-style-type: none"> 1. Increase rates of housing stability for County systems-impacted TAY, ages 18-26 2. Reduce rates of associated racial disparities 	<ol style="list-style-type: none"> 1. Align and leverage existing Countywide efforts and infrastructure to maximize resources and impact 2. Expand the safety net for systems-impacted youth and young adults through age 26 3. Ameliorate housing and supportive services cliffs by strengthening the continuum of care and transition planning 4. Strengthen targeted policy advocacy 5. Measure the impact of Countywide efforts to inform pivots from those not yielding desired results and the scaling up of effective approaches 	<ol style="list-style-type: none"> 1. Institutionalize and support One Roof 2.0 as the County’s CB for cross-departmental planning systems-alignment, investments, innovation, and stewardship of efforts to promote housing stability among systems-impacted youth/young adults 2. Assess the feasibility of prioritizing current and former systems-impacted youth within the Los Angeles Homeless Services Authority’s (LAHSA) Coordinated Entry System 3. Operationalize prioritizing current/former systems-impacted youth/young adults for critical services and supports, through age 26 <ol style="list-style-type: none"> a) Housing supply and supports b) Mental health/healing centered services c) Substance use disorder treatment d) Basic/concrete needs support e) Education support f) Employment support g) Legal services 4. Expand carve-outs for systems-impacted youth and adults, through age 26 5. Provide life skills development and other wraparound supports at departmental and community touchpoints, through age 26 6. Implement enhanced transitioning processes from Countywide systems and services, including from youth to adult systems of care 7. Implement a trauma-informed, enhanced transition planning demonstration project that supports youth/young adults through age 26 <i>Public-private multidisciplinary teaming model, including near peer leadership</i> 8. Leverage existing data sharing systems and mechanisms, such as the Homeless Management Information System (HMIS) or the Countywide Homeless Information System (CHIP) to resolve data sharing issues among departments and service providers 9. Scale up effective approaches

Domain Coordination Body: One Roof 2.0

Purpose and Goals

One Roof 2.0 will serve as the County's CB for Countywide efforts to prevent and address homelessness among DCFS and Probation-impacted youth through age 26. One Roof 2.0 is a reimagining of two existing housing focused bodies, the TAY Housing Action Team (HAT) and One Roof (original).

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

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

One Roof 2.0 Core Components

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

HOUSING STABILITY FOR OLDER ADULTS

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

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

Current Landscape Analysis

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

- An inadequate supply of affordable housing, in addition to economic hardship stemming from reliance on a fixed income, which often falls short of a livable income, lack of a fiscal safety net, and an inability to earn additional income. As a result, any type of emergency, such as a car repair, new medication not covered by insurance, or death of a spouse can push them into homelessness.
- Older adults also experience age-related limitations involving activities of daily life, mobility, transportation, and utilizing technology that can also lead to housing instability. Age discrimination related to income status and concerns regarding costs that may be associated with compliance with the Americans with Disabilities Act are also contributing factors.
- One of the most significant contributing factors to housing instability and homelessness is the fact that older adults are often "unseen" and become "invisible" to mainstream

systems. As with emerging adults, older adults are aggregated with the general “adult” population and their unique needs are not distinguished, nor adequately addressed.

- Bright spots in current efforts to address housing instability among older adults involves efforts to strengthen strategic collaboration among County departments that serve this population and newer initiatives that provide short term preventive supports to stabilize housing.
- The California Master Plan on Aging and passage of Measure A also present opportunities to move upstream to enhance services and supports that are promotive of housing stability and well-being for older adults.

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

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

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

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

Current Landscape Analysis

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

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

- The African American Infant and Maternal Mortality (AAIMM) Prevention Initiative, which employs a targeted universalism approach to facilitating maternal and child health and well-being, works to address the disproportionately high rates of mortality among Black mothers and infants. (Primary Indicators/Metrics: Rates of pre-term births and racial disparities)
- One-time State Family First Prevention Services Program Block Grant funding was allocated to fund the development and testing of a wide range of initiatives to prevent child abuse and neglect and child welfare system involvement. These efforts are described in the 2024 [Building Los Angeles County's Family First Prevention Services \(FFPS\) Community Pathway report from the Children's Data Network](#). (Primary Indicators/Metrics: Rates of allegations of maltreatment and substantiated maltreatment)
- The Office of Violence Prevention (OVP) within the Department of Public Health, in collaboration with the Domestic Violence Council and Office of Women's Health, has been leading County efforts to move upstream in a coordinated fashion to prevent domestic violence. The Gender-Based Violence Deputies' Cluster was also established. (Primary Indicator/Metric: Rates of domestic violence/intimate partner violence)
- The Poverty Alleviation Initiative (PAI), in collaboration with departmental, philanthropic and municipal partners, is working to address poverty and economic insecurity by reforming systems for Los Angeles County residents. PAI leads the County's largest

guaranteed income program and has established several other programs throughout the County. (Primary Indicators/Metrics: Percentage of families with living wage incomes and rates of racial disparities)

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

Mandated Supporting Initiative

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

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

During this period of review significant advances in the reform effort took place. In January 2025 the process to develop the comprehensive LA County Mandated Reporter Training initiated and development of the LA County Mandated Reporter Decision-Support Tool/Decision Tree is entering the pre-implementation testing phase. Finally, in February 2025, County-sponsored legislation for a two-year pilot of the MSI Model was submitted for introduction in California's 2025-2026 Legislative Session. This legislation would allow organizations to opt into pilot participation, which involves organizations' implementation of the training and use of the decision support tool/decision tree; making linkages to preventive resources when a child protective services response is not indicated; and participating in an evaluation of the model's effectiveness.

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

Community Pathway 2.0 and Additional Activities

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

In November 2024, the PPSGC began co-leading the next iteration of the Community Pathway – Community Pathway 2.0 - in collaboration with the Office of Child Protection (OCP) and DCFS. Community Pathway 2.0 will be utilized to develop strategies and recommendation for the projected Board-directed Plan and serve as an ongoing vehicle to facilitate alignment and

success of the myriad efforts underway in this domain. PPCIT-established workgroups will support Community Pathway 2.0 wherever possible to develop the PPSGC Plans and PPCIT work products.

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

- Advisory Committee – This committee will lead Community Pathway 2.0 via a shared leadership model and be comprised of representatives from key County departments, community-based organizations, and stakeholders with lived experience.
- Community Pathway Collaborative Meetings – These quarterly meetings will continue to serve as a venue for information exchanges, shared learning, relationship building, and identification of opportunities for collective impact.
- Standing Tables – Inaugural Community Pathway 2.0 standing tables include:
 - Policy and Advocacy* – This table, led by OCP, will serve as a County lead on child welfare and family well-being policy, and bring together relevant departmental and non-profit policy leads for development on an integrated policy and advocacy agenda, which will inform the PPSGC’s Plan in this area.
 - FFPS Implementation* - This table, led by DCFS, is currently stewarding the implementation of FFPS in Los Angeles County.
 - Data and Evaluation* – This table, co-led by the Children’s Data Network and DPH, will lead and support data and evaluation efforts across Community Pathway and TAY Table areas of focus.
- Ad Hoc Workgroups – Community Pathway 2.0 workgroups will be project-focused and time limited. Projected workgroups include:
 - Systems Alignment* – This workgroup will focus on improving alignment of initiatives serving shared populations, with focus on efforts involving families with young children.
 - Concrete Supports and Economic Well-Being* – This workgroup will develop strategies and recommendations to improve the availability of and access to concrete supports and facilitators of economic well-being for families with young children, with an initial focus on ensuring food security for children 0-5.
 - Barriers to Access and Capacity* – This workgroup, if established, would leverage available data and analysis to identify key systemic barriers (beyond known issues with Countywide contracting) that impact community-based organizational capacity to provide preventive and promotive resources, and develop low cost/cost neutral strategies and recommendations.
 - Community-Based Organization Capacity Assessment* – This workgroup will steward the development and completion of a meta-analysis of community-based organization (CBO) capacity (broadly defined) to concretize anecdotal accounts of “community capacity” serving as a foundational need in this domain. The analysis will generate recommendations for low cost/cost neutral strategies to improve CBO capacity to provide services, supports, and opportunities that address PPSGC-identified issues of focus.

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

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

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

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

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

1. Implement strategies to strengthen the food security safety net for families with young children; standardized screening for food insecurity within relevant County departments and at natural touch-points within communities; and develop and/or further bolster pathways for linkages to resources for families in need.
2. Support and implement Mandated Supporting Initiative (MSI) strategies to reform mandatory reporting of suspected child abuse and neglect and improve mandated reporter decision-making through (a) dissemination of a comprehensive LA County Mandated Reporter Training; (b) implementation of the web-based LA County Mandated Reporter Decision Support Tool/Decision Tree; and (c) building capacity for linkages to preventive resources at the mandated reporter level, when needed, to promote family well-being, prevent child maltreatment and child welfare system involvement.
3. Develop, support, and institutionalize Community Pathway 2.0 as the County's CB for alignment, cross-departmental capacity building, and collective impact in the child welfare and family well-being space, including maternal health and well-being, with focus on reducing racial disparities among families with young children.

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

Outcome Goal	Indicators/Metrics	Proposed Countywide Strategies	Proposed PPSGC PPCIT Strategies
<p>Increase social, emotional and physical well-being of families with children between the ages of 0-5 and reduce associated racial disparities. (Reduce the number of children entering the child-welfare system and increase family stability).</p>	<ol style="list-style-type: none"> 1. Increase percentage of families with living wage incomes (>300% FPL) 2. Decrease rates of pre-term births 3. Decrease rates of domestic violence (DV)/intimate partner violence (IPV) 4. Decrease rates of over-reporting/underreporting of allegations of maltreatment 5. Decrease rates of substantiated maltreatment 6. Decrease rates of associated racial disparities 	<ol style="list-style-type: none"> 1. Align and leverage existing Countywide initiatives and infrastructure to maximize resources and impact (Indicators #1- #6) 2. Prevent family involvement with crisis systems (Indicators #1- #6) 3. Increase access to economic and concrete supports (Indicators #1 - #6) 4. Improve mandated reporter decision making (Indicators #4 and # 5) 5. Strengthen policy advocacy 	<ol style="list-style-type: none"> 1) Institutionalize and support Community Pathway 2.0 as the County’s CB and umbrella entity which brings together various initiatives focused on child, youth, and family well-being, including maternal health and well-being (Indicators #1 - #6) 2) Implement the Community Pathway component of the state-mandated LA County Comprehensive Prevention Plan (Indicators #1- #6) 3) Facilitate access to economic and concrete supports (Indicators #1 - #6) <ol style="list-style-type: none"> a) Implement screenings at family-serving departments and natural touchpoints to identify families with young children who are at risk of experiencing food insecurity b) Develop pathways for linkages to food resources for those who screen positive, with focus on home-based child care providers c) Advocate for funding of economic and concrete supports by sustainable streams, such as Title IV-E 4) Maximize utilization of CalWORKs Home Visiting Program, and explore implementation of strategic funding models (Indicators #2, #4, #5, and #6) 5) Implement secondary prevention interventions to disrupt abuse cycles among young people who have been exposed to DV/IPV (Indicator #3) 6) Pilot the Mandated Supporting Initiative to reform mandated reporting, which addresses racial disproportionality in the child welfare system and promotes bolstering of protective factors to prevent abuse/neglect and promote family well-being (Indicators #4, #5, and #6) <ol style="list-style-type: none"> a) This includes improved mandated reporter training, utilization of a standardized decision support tool, and linkages to community-based resources when a report to DCFS is not indicated b) Legislative advocacy in support of County-sponsored legislation, AB 970 7) Scale-up effective practices (Indicators #1 - #6)

Domain Coordination Body: Community Pathway 2.0

Purpose and Goals

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

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

Community Pathway 2.0 Core Components

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

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

Program-Level Infrastructure

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

Current Landscape Analysis

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

The following key findings emerged from the analysis:

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

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

1. The most prevalent theme to emerge from the analysis was the degree of strategic and functional misalignment regarding this issue within County departments, among County departments, and with other stakeholders. Improved Countywide coordination would help eliminate duplicative and disjointed efforts, identify gaps, and improve the effectiveness. Improved coordination would also address some of the challenges young people experience with navigating County systems to access resources and opportunities.
2. Integrated data sharing is also a foundational need to facilitate our capacity to identify at risk youth and provide multi-agency care coordination and support.
3. Invaluable infrastructure to support youth during vulnerable educational transition points was curtailed during the COVID-19 pandemic.
4. Insufficient funding is available for and allocated to addressing factors that contribute to youth disconnection at the individual, societal, and systems levels. Even when funding may be available, challenges associated with strategic maximization of available funding streams also pose barriers.
5. There is a need to develop age-tiered and life phase-appropriate engagement strategies and an increase in the availability of appropriate resources and opportunities for at risk young adults, including trauma-informed career pathways to living wage employment.
6. Finally, there has historically been a pattern of engaging stakeholders broadly in the development of recommendations and plans and "going back to the drawing board" and starting over again without fully implementing those recommendations or plans.

TAY Table and Associated Activities to Prevent Youth Disconnection

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

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

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

- Systems Alignment Subcommittee – This subcommittee will be responsible for developing strategies and recommendations for aligning cross-departmental efforts to address youth disconnection. This includes development of cross-departmental screening tools, protocol, and processes; and developing pathways to preventive and re-engagement supports, resources, and opportunities, including by strengthening region-based alliances, particularly with education and workforce partners and aligning the various youth and young adult drop-in centers throughout the County.
- Engagement and Access Subcommittee – This subcommittee, co-chaired by PPSGC, LACOE, DYD, and the Youth Commission, was established to develop strategies to address barriers to young people accessing services, supports, and opportunities that aim to address disconnection. This subcommittee will be responsible for developing age-tiered engagement strategies, including striking the right balance between leveraging technology and human-centered engagement.

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

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

- **Revenue Maximization Subcommittee** – This nascent subcommittee, co-chaired by PPSGC and OCP, was established to develop and test coordinated and strategically aligned cross-departmental strategies for maximizing funding streams, such as CalAIM, utilizing youth and young adults at risk of, and/or experiencing disconnection as a use case. A demonstration project proposal is currently under development. This effort will adhere to the PPCIT’s established work force processes.
- **Learning Collaborative** – Although, not a subcommittee, the TAY Table will also include a learning collaborative for departments, led by DYD. The learning collaborative will serve as a space for shared learning and capacity building on innovation and best practices for working with and supporting youth and young adults.

Finally, a Countywide workforce initiative is proposed to anchor the TAY Table and round out the County’s overarching strategy to prevent youth and young adult disconnection. The workforce initiative would involve development of internal (County) and external career pathways to high-quality employment for at risk young adults between the ages of 18-26. The initiative would be inclusive of necessary wraparound supports, including case management/navigation support and coaching/mentoring.

About the TAY Table

Purpose and Goals

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

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

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

TAY Table Composition

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

TAY Table Core Components

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

**PREVENTION AND PROMOTION
COORDINATION IMPLEMENTATION TEAM (PPCIT)**

Systems-Level Infrastructure

Background

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

- 1) **User Journey Maps.** Complete user journey mapping of customer and client experiences when navigating County programs and systems to identify opportunities to address issues relating to resource navigation, data sharing, the time-tax, no-wrong-door approaches, racial disproportionality and disparities in user access, and their impact on prevention and promotion outcomes.
- 2) **Legal, Policy and Regulatory Analysis.** Create and monitor on an ongoing legal, policy, and regulatory analysis, to address barriers to leverage and braid funding, and coordinate procurement and data sharing for cross-departmental programming.
- 3) **Data Plan and Programming.** Develop and recommend to the Board a Countywide promotion and prevention (P&P) services delivery data plan and program to:
 - a) Coordinate cross-departmental collaboration and services.
 - b) Develop a universal data sharing customer and client authorization, to be used by all relevant County Departments.
 - c) Build on previous and ongoing County efforts regarding client consent, and with County Counsel, execute data sharing agreements across departments in support of this directive.
 - d) Formalize a Countywide framework to facilitate referrals and a "no-wrong-door" approach to service delivery.
- 4) **P&P contracting plan.** Create a plan to support development and implementation of the Plans and use a centralized contracting mechanism to effectuate a comprehensive community-based prevention services delivery system.

Progress Update

Infrastructure Development

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

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

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

Group	Preparatory Actions	Intended Products	Plans Supported
PPCIT	<ul style="list-style-type: none"> ▪ Secured PPCIT Manager on loan from CEO-Service Integration Branch, (12.31.2023) ▪ PPCIT launched (3.12.24) ▪ Funding Stream Analysis and Contracting Workgroups launched (05.29.24) ▪ FUSE Fellow joined CEO-ARDI in support of the PPCIT, (10.28.24) ▪ Request for additional/permanent PPCIT staff (<i>Underway</i>) ▪ Secured Delivery Associates consultant services to assist with development of an operational management framework for implementation. (<i>Underway</i>) 	<p>Leadership, management of interdepartmental operations, and backbone support.</p>	<p>Supports development and implementation of all Plans.</p>
User Journey Mapping (UJM)	<p>Secured:</p> <ul style="list-style-type: none"> ▪ Cloud-based software to gather, analyze, and report on data obtained from various County and community sources. ▪ Consultant support from Ernst & Young LLP to conduct UJM process and analyses for domain-specific clients and customers selected by the PPSGC. 	<ul style="list-style-type: none"> ▪ Analysis of client lived experiences when navigating County’s P&P services selected by the PPSGC. ▪ Recommendations for improving clients’ experiences, service equity, and effectiveness. 	<p>Supports:</p> <ul style="list-style-type: none"> ▪ Development of Programs, Staffing and Spending Plans. ▪ Implementation of Community Engagement Plan.
Funding & Contract Analysis	<ul style="list-style-type: none"> ▪ Co-designed P&P inventories data requirements, app with members, ISD (06.01.24 -7.31.24) ▪ Collected P&P departmental data for all Board identified domains (7.31.24 - 9.31.24) ▪ Secured with CEO-Homeless Initiative, consultant support (Redstone) to map funding resources and recommendations for leveraging/braiding funding (10.31.24) ▪ Redstone & CEO currently validating departmental data for P&P programs and services across all three domains, including data related to service contracts for services rendered across various County geographies. 	<ul style="list-style-type: none"> ▪ Inventories of department P&P Programs, Funding sources, and Contract data by domain, population, outcomes/metrics ▪ Analyses/recommendations of opportunities to blend and braid funding, and maximize resources. ▪ Development of comprehensive Contracting & Procurement Plan. 	<p>Supports implementation of Program, Spending, and Staffing Plans.</p>
Legal, Regulatory and Policy Analysis	<ul style="list-style-type: none"> ▪ With County Counsel (CoCo), finalized and submitted Stakeholder Incentives Guidance to the Board to guide 	<ul style="list-style-type: none"> ▪ Establish ongoing process to analyze and address barriers to: ▪ Leveraging & braiding funding 	<p>Supports implementation of:</p> <ul style="list-style-type: none"> ▪ Community Engagement Plan

Group	Preparatory Actions	Intended Products	Plans Supported
	<p>establishment of Countywide Stakeholder Incentives policy (<i>Submitted to the Board, 6.26.24</i>)</p> <ul style="list-style-type: none"> ▪ With CoCo and CEO LAIR, began mapping approach and resources needed to support the PPSGC's Annual Policy Agenda and Spending Plan deliverables ▪ Procurement process for securing consultant support to establish an annual coordinated P&P Legislative review process for the County (<i>Underway</i>) 	<ul style="list-style-type: none"> ▪ Coordinating data sharing for cross-departmental programming 	<ul style="list-style-type: none"> ▪ Program, Spending, and Staffing Plans ▪ Annual Policy Agenda
<p>Data and Program Plan</p>	<ul style="list-style-type: none"> ▪ Activated the PPCIT workgroups to support the development of the PPSGC's and the Los Angeles County Children's System of Care's coordinated response to disconnected youth-related motion (<i>October 2024</i>) ▪ Develop Data and Program Plan Based on data sharing issues related to existing P&P program/services and emerging from the UJM and demonstration model processes. (<i>Pending</i>) 	<p>Data and Program Plan to:</p> <ul style="list-style-type: none"> ▪ Coordinate cross department collaboration and services ▪ Establish a no-wrong-door-model for the County 	<p>Supports implementation of:</p> <ul style="list-style-type: none"> ▪ Community Engagement Plan ▪ Program, Spending, and Staffing Plans ▪ Annual Policy Agenda

Additional Support Provided

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

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

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

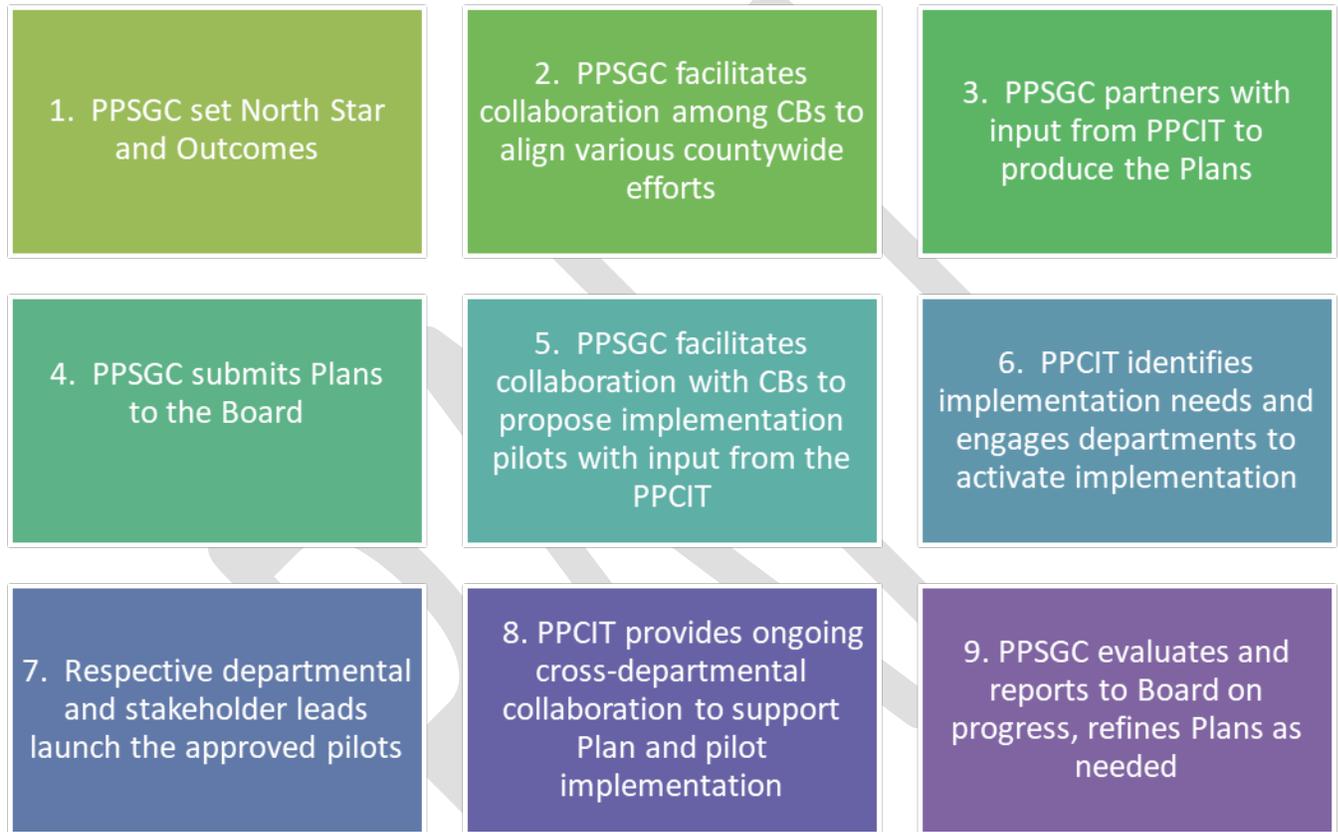
- 1) Develop a robust community engagement and outreach plan with: a) diverse geographic representation, b) people with lived experience, and c) service providers, clients, and other stakeholders. *(Completed)*
- 2) Support the PPSGC to identify and address at least one population-level outcome and associated metrics using Life Course Theory. *(Completed)*
- 3) Report back to the Board on the allocation of funding allotted to support the implementation of the directives *(Submitted to the Board on 7.10.24)*
- 4) Report back on recommendations for a Countywide policy to incentivize participation of the Community Advisory Group and stakeholders. *(Submitted to the Board, 6.26.24. Subsequent motion (8.06.24) directed the CEO to develop a draft Board policy and/or enabling ordinance for a universal Stakeholder Incentive program, Underway.*

Plan Development and Support

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

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

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



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

1. The Promotion and Prevention Systems Governing Committee (PPSGC) serves as the governing body responsible for setting strategic goals, priorities and policy, and setting a clear North Star and Outcomes to guide P&P efforts.
2. From these priorities, the PPSGC facilitates collaboration among designated domain-based Coordination Bodies (CB) and the Promotion Coordination and Implementation Team (PPCIT) Workgroups to align various countywide efforts.

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

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

4. The PPSGC reviews and approves the plans, confirming that they reflect the Board's vision and PPSGC's priorities. The approved plans are submitted to the Board for approval.
5. Next, the approved plans are returned to the PPSGC designated CBs and department leads for implementation. PPSGC facilitates collaboration with CBs and with input from the PPCIT implementation pilots are co-designed. This stage facilitates collaboration and fine-tuning the Plans.
6. PPCIT identifies implementation needs and engages departments to activate implementation and countywide coordination.

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

7. Respective departmental and stakeholder leads launch the approved pilots.
8. PPCIT provides ongoing cross-departmental collaboration to support Plan and pilot implementation.

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

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