

Coordinating prevention programs and strategies



COUNTY OF LOS ANGELES
PREVENTION &
PROMOTION SYSTEMS
GOVERNING COMMITTEE

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LA County has a robust ecosystem of prevention programs and the PPSGC can facilitate better coordination

- **County departments rely on more than 70 funding sources to support 170+ prevention programs** aligned to the PPSGC framework
- **Several efforts are underway focused on how to allocate relevant funding** such as the new LA County Affordable Housing Solutions Agency (LACAHS) and Care First Community Investment (CFI)
- **However, County departments would benefit from better coordination around shared strategies** to ensure we are maximizing resources and impact



Proposed PPSGC role

- Oversee coordination and collaboration of prevention and promotion services Countywide
- Provide strategic leadership and facilitate cross-agency buy-in to shared strategies
- Work with PPCIT to identify funding shifts and facilitate coordination to advance shared strategies



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

Board of Supervisors

Elected governing body of the County of Los Angeles

Prevention & Promotion Services Governing Committee (PPSGC)

A nine-member body including County department heads and First Five LA, identified by the Board

Coordinating Bodies

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

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



LA County Departments

Prevention and Promotion Coordination and Implementation Team (PPCIT)

Executive level decision-makers from 24 County departments and agencies organized by PPCIT Manager

Implementation Resources

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

PPCIT Workgroups

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

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



Each entity has distinct roles to play to meet our ambitious goal

Board of Supervisors

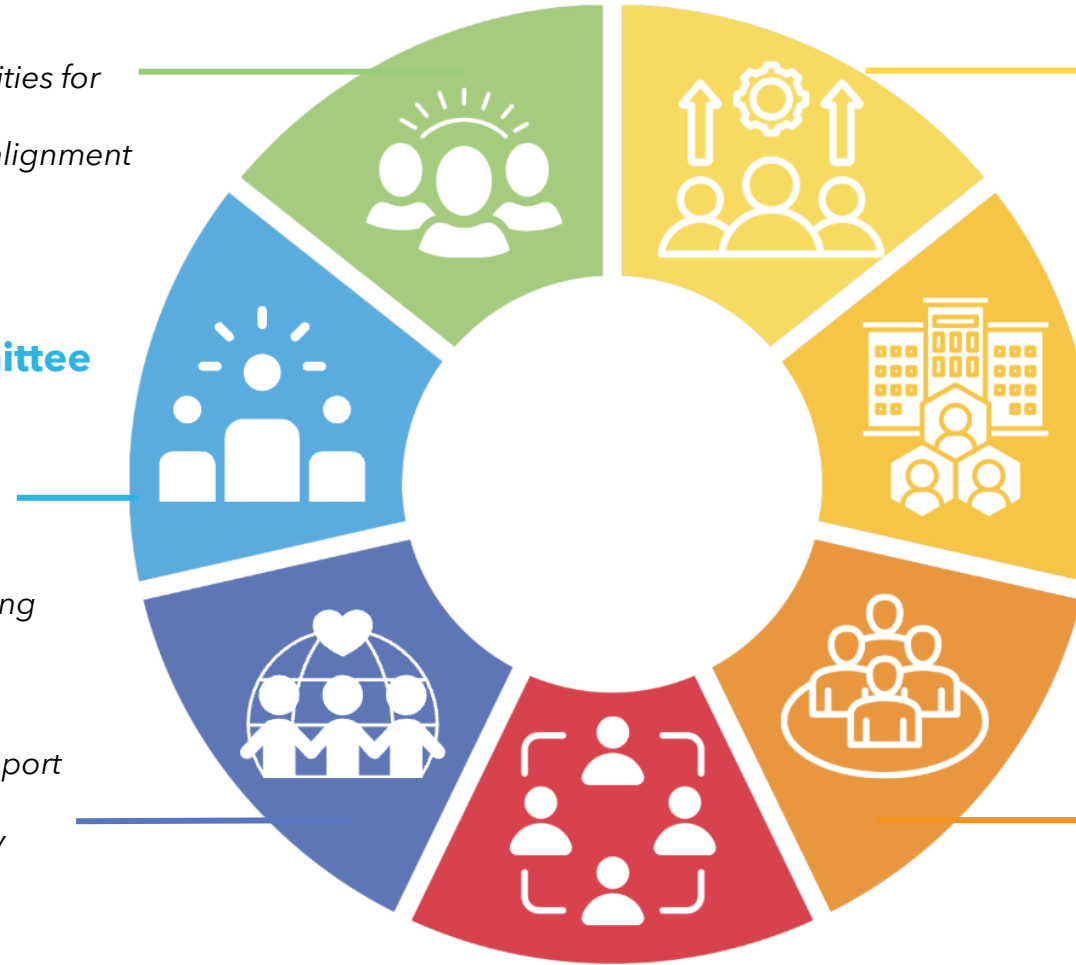
- Sets countywide vision and priorities for prevention and promotion
- Issues motions to guide system alignment and accountability

Prevention & Promotion Services Governing Committee (PPSGC)

- Provide strategic leadership and cross-agency alignment
- Oversee funding decisions and system-level accountability
- Make P&P -related policy & funding recommendations to the Board

Coordinating Bodies

- Align efforts and systems that support PPCIT prevention goals
- Surface opportunities and identify potential strategies for plans
- Engage community partners & persons with lived experience



Prevention and Promotion Coordination and Implementation Team (PPCIT)

- Support PPCSGC to develop plans, identify funding shifts, recommend actions
- Coordinate system-wide implementation, addresses barriers, promotes accountability
- Support alignment, planning, execution

PPCIT Work Products & Consultants

- Develop tools, products, and guidance for implementation
- Provide backbone and technical support to departments, workgroups and Coordinating Bodies

PPCIT Workgroups

- Help operationalize system-wide strategies
- Provide informational and technical support during planning and implementation phases

LA County Departments

- Deliver services , pilot prevention strategies, provide updates to PPCSGC & PPCIT
- Integrate prevention into daily operations • Share funding data with PPCSGC & PPCIT



We are working to advance outcomes across three domain areas and four target population groups

Domain	Population	Outcomes	Indicators
	1. Child Welfare and Family Well-Being	A. Families and Young Children (Ages 0-5) • Increase social, emotional and physical well-being of families with children between the ages of 0-5 and reduce associated racial disparities • Reduce the number of children entering into the child-welfare system and increase family stability	• Percentage of families with living wage incomes (>300% FPL) • Rates of pre-term births • Rates of domestic violence/intimate partner violence • Rates of allegations of maltreatment • Rates of substantiated maltreatment • Rates of associated racial disparities
	2. Behavioral Health	B. Youth and Young Adults (Ages 11-26) • Increase social, emotional and mental well-being of youth and young adults between the ages of 11-26 and reduce associated racial disparities • Reduce rates of youth disconnection and increase rates of connection to school and work	• Suspension rates for youth ages 11-19 • Rates of disconnection among youth and young adults ages 16-26 • Rates of associated racial disparities
	3. Homelessness and Housing	C. County Systems-Impacted Transitional Aged Youth (TAY) (Ages 18-26) • Decrease homelessness and increase housing stability for County-systems impacted youth between ages 18-26 and reduce associated racial disparities	• Rates of housing stability for County systems-impacted TAY, ages 18-26 • Rates of associated racial disparities
		D. Older Adults (Ages 60+) • Decrease homelessness and increase housing stability for older adults age 60+ and reduce associated racial disparities	• Rates of housing burden for households led by adults over 60+ • Rates of associated racial disparities



Board-Directed Plans

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

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



There are a few approaches we can use to maximize resources for prevention and promotion in the Program and Services Plans



Close strategic gaps

Identify gaps that can be used to inform priorities for funding use via programmatic analyses



Reinforce what works

Review what efforts are already underway and create buy-in to bolster and protect effective programs



Mitigate funding risks

Identify programs at risk of losing funding due to approaching deadlines or policy changes



Leverage existing resources differently

Identify funding sources that are underutilized or can be used differently to maximize available dollars or fill gaps



Pursue new funding opportunities

Identify new sources of funding, their allowable uses, and work backwards to define set of priorities for each domain

Partner with coordination bodies and PPCIT to identify strategies by domain area and conduct user journey mapping where needed

Partner with PPCIT and department staff to utilize the Program and Funding Inventory and identify strategies and implementation opportunities



What does coordination look like for each Domain?

Deep Dive into Housing and Homelessness for Transitional Age Youth (TAY)

Desired Outcome: Decrease homelessness and increase housing stability for County-systems impacted youth between ages 18-26 and reduce associated racial disparities



This Domain is supported by...



Coordinating Body

One Roof 2.0

- Surface opportunities and identify potential strategies for plan development
- Bridge efforts across systems (County gov, social sector, CBOs, philanthropies)
- Ensure alignment with broader housing and equity initiatives
- Refer unresolved systemic issues/barriers to the PPCIT for resolution

LA County Departments

Primarily DCFS, DHS
Housing for Health,
DYP, CEO-HI, Others

- Aligns program and funding efforts to support implementation of strategies

PPCIT

All members

- Provide a systematic lens by serving as a platform for full County coordination
- Unlock support through implementation resources and workgroups
- Track progress, resolve implementation barriers, and support problem-solving

Implementation Resources

EY
Redstone

- Provide User Journey Maps for TAY navigating housing benefits
- Analyze funding sources to identify opportunities to maximize federal/state funding

PPCIT Workgroups

All members

- Provide functional, SME support to validate strategies and opportunities
- Can be activated to support specific strategies and initiatives

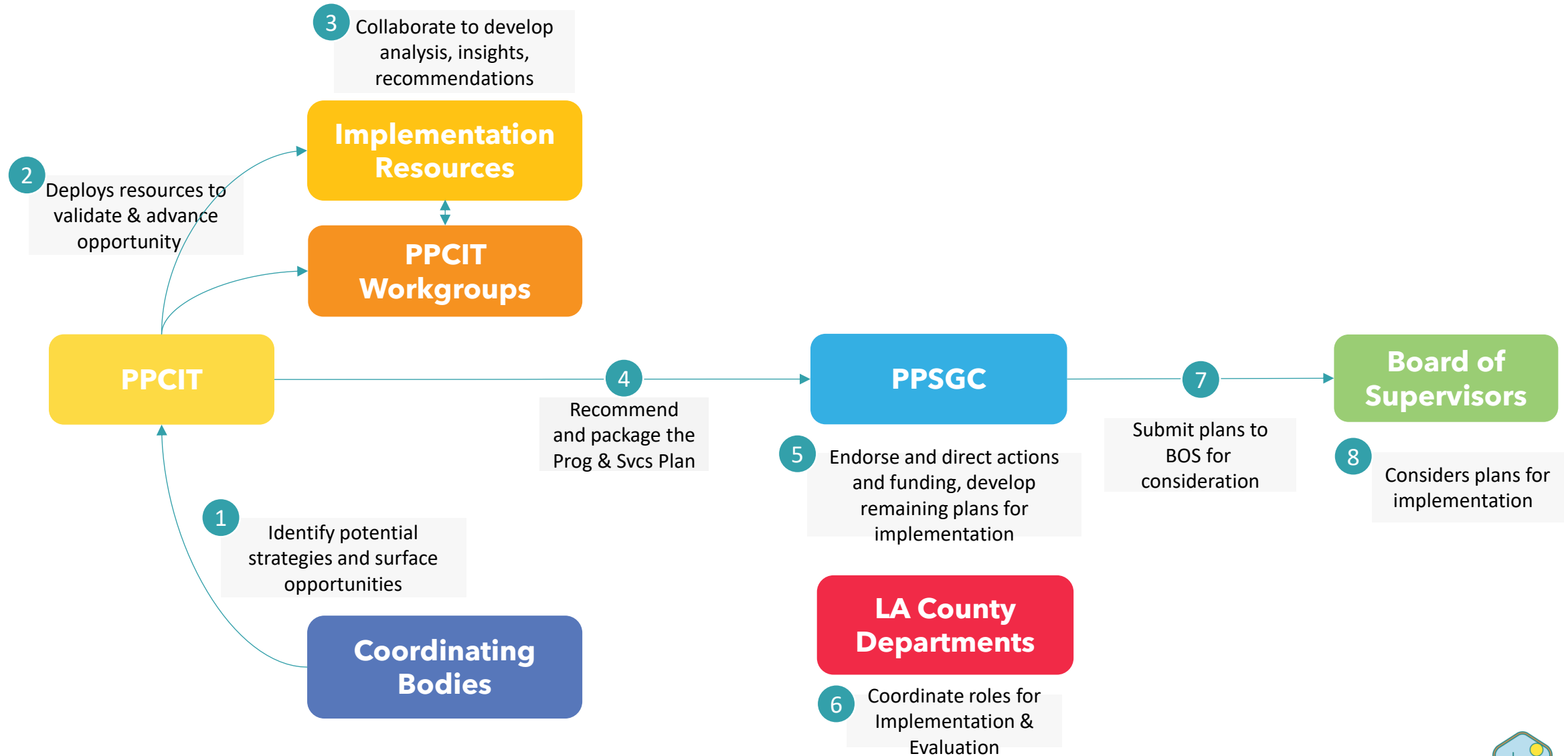
PPSGC

All members

- Raise plans for visibility at the system-level
- Direct departments to action through leadership support
- Provide catalytic funding for co-endorsed strategies



How the P&P infrastructure works together to produce the Plans





One Roof 2.0: Mission & Vision

Mission Statement:

We strive to ensure that all transition-age youth (TAY) and young adults have access to stable housing with flexible timelines and receive high-quality, supportive resources tailored to education, economic stability, and positive relationships.

North Star:

By 2030, Los Angeles County will reach functional zero of TAY (ages 18-26) experiencing homelessness, and they will have available the necessary resources to remain stably housed.

One Roof 2.0 includes over 30 members across philanthropy, CBOs, youth with lived experience, and the following County partners: CEO-HI, DCFS, BOS, CSPDPH, DMH, DEO, DPSS, ARDI, PPCIT,PPSGC, Probation, DCBA



One Roof 2.0: History

- 2017 – One Roof Leadership Institute
- 2018 – Created a County Group to work together to solve system barriers for families and youth
- 2021 – Supported the development of DCFS's Supportive Housing Division and piloted a partnership with philanthropy to prevent homelessness among youth exiting DCFS
- 2023 – Creation of the TAY Housing Action Table (HAT) with leadership from youth with lived experience, CBOs, and philanthropy partners
- 2025 – Launch of One Roof 2.0, combining the County-led table and the TAY Housing Action Table. Together, we pilot systems-change initiatives aimed at reducing homelessness among all disconnected youth

To support the Action Plan established by the collaborative over the past two years, we have begun collaborating with PPSGC and PPCIT to activate the implementation of our plan.



One Roof 2.0 Workgroups



Prevention: Strengthen transition planning & wraparound support
Prioritize former foster & justice-impacted youth in CES/HMIS systems
Align housing resources for TAY aged 21+ to provide enhanced support



Supply: Increase housing resources and housing solutions for TAY
Increase the number of FYI vouchers in LA County
Decrease the timeline to “lease up” using FYI vouchers



Data: Collect & share meaningful data
Inform policy & programs to achieve functional zero by 2030
Improve on service coordination and align on key impact metrics



Advocacy: Identify and pursue opportunities to advocate for sustained and/or increased housing resources for TAY at the local, state, and federal levels and remove local barriers that may result in a lack of stable housing.

Initial Operating Agreements: One Roof 2.0

- **Establish an active partnership.** Participate in a regularly scheduled **Coordinating Bodies Leadership Group** (to be created)
- **Share strategic opportunities** that align with P&P priorities
- **Provide input to the PPCIT and PPSGC** on strategies/plans that will be shared with the Board
- **No surprises.** Share opportunities with the PPCIT and PPSGC for ongoing partnership and coordination
- **Define accountability**
- **Identify accountable parties** to play a role in **governance bodies** for specific partnership opportunities

Initial Operating Agreements: PPCIT & PPSGC

- **Establish a trust-based partnership**
- **Create space for Coordination Bodies (CBs)** to implement pilot /programs with sufficient independence to meet multiple stakeholder needs
- **Create opportunities.** Actively bring in CBs when strategies and projects align with systemwide prevention efforts raised at PPCIT and PPSGC
- **Share resources.** Partner with CBs to share analyses and products that can be helpful to the CBs work (User Journey Maps, funding analyses, etc.)

A set of coordinated strategies can advance this work

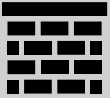
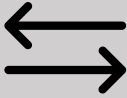
(Illustrative strategies TBC)

Desired Outcome: Decrease homelessness and increase housing stability for County-systems impacted youth between ages 18-26 and reduce associated racial disparities

 Close strategic gaps	 Reinforce what works	 Mitigate funding risks	 Leverage existing resources differently	 Pursue new funding opportunities
• Reduce lease-up period for FUP and FYI voucher holders • Improve transition services for when housing plans fail	• Invest in predictive analytics and early intervention • Expand resources to cash transfers and other upstream solutions	• Identify sustainable funding for programs that rely on MHSA • Address funding cliffs for programs that relied on ARPA and COVID funding	• Secure additional FYI and FUP vouchers • Expand access to CalAIM Enhanced Care Management and tenancy supports	• Draw down Medi-Cal Transitional Rent housing benefits • Attract LACAHS funding to high-impact opportunities



Let's discuss an example opportunity in the homeless prevention domain for transition age youth

 Close strategic gaps	 Reinforce what works	 Mitigate funding risks	 Leverage existing resources differently	 Pursue new funding opportunities
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Example: One Roof has identified a key strategic gap

The Challenge

2,500+ transition age youth (TAY) experienced homelessness according to the 2024 Point In Time Count

50 young people are currently holding Foster Youth to Independence (FYI) vouchers and are in search of stable housing

It takes an average of **190** days for a young person to secure housing after receiving a FYI or Family Reunification Program (FUP) voucher

- **Foster youth exiting the child welfare system face disruption risks post exit** placing them at significant risk of homelessness
- **One Roof and its partners worked with Public Housing Authorities to support the increased take-up and utilization of housing vouchers** from the Department of Housing and Urban Development (HUD), growing LA County's allotment from 140 vouchers in June 2023 to 342 vouchers in June 2025
- **However, it still takes more than six months for young people to secure housing after receiving a voucher** due primarily to the shortage of available housing and limited credit history and rental experience among young people
- **One Roof and HFH have also designed a scalable pilot project** to increase the quantity and capacity of TAY-serving ICMS to reduce the time to secure housing



Example: PPSGC can provide catalytic funding to address that gap

Proposed solution: TAY Subsidy Project

\$355k (through June 2028)

Center for
Strategic
Partnerships



1. Connect young people with Intensive Case Management Service (ICMS) providers trained to provide specialized housing navigation support to TAY

2. Track key metrics including reduced time to lease up, improved housing outcomes, and additional vouchers unlocked

3. Develop a learning report and sustainability plan to secure local resources for ongoing training

- **Department of Health Services Housing for Health has 70+ Intensive Case Management Services (ICMS) providers** that offer housing navigation support and services that can help voucher holders secure housing; however, **only 14 ICMS providers are currently designated to work with FYI voucher holders**
- **Few designated ICMS providers have experience or specialized skills** to serve TAY
- **The Center for Strategic Partnerships has a proposed project** to partner with HFH to make investments into the ICMS system to increase the quantity and capacity of TAY-serving ICMS. DCFS is a collaborative partner in this effort.
- **PPSGC members can provide catalytic funding for this project** and support its expansion to other populations (e.g., justice involved youth)

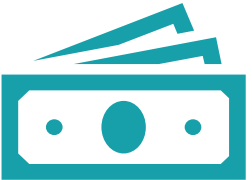


Example: This proposed partnership with One Roof can serve as a replicable blueprint for how the P&P infrastructure delivers real results



1. A Blueprint for Cross-Agency Collaboration

The voucher pilot offers a replicable model for 1) identifying tactical programmatic priorities that the P&P infrastructure can implement and 2) scaling these type of pilot efforts into systemwide change (e.g., increased efficiency to serve and draw down vouchers)



2. Strategic Use of PPSGC Funds to Unlock Value

This pilot demonstrates how intentional deployment of PPSGC dollars can catalyze access to hard-to-utilize federal/state benefits. This repeatable financial strategy can generate outsized impact by unlocking high-leverage funding opportunities



3. Improved Capacity for Departments and Community Providers

As a downstream benefit, activating strategies with specific pilots can support stronger, near-term impact of the P&P infrastructure. This contributes to better service delivery, though it is a result - not the driver behind - the blueprint approach



Discussion

- **What resonates about the proposed role and decision-making framework for the PPSGC?** What might be missing?
- **How should we prioritize which coordinated strategies to pursue?**
- **What other ways can we partner with coordinating bodies and the PPCIT** to develop high-impact plans and strategies?



Next steps

- **Partner with coordination bodies and PPCIT to develop plans for each domain area**
- **Submit program and services plans to the Board by December**
- **Activate implementation work in partnership with coordination bodies and department staff**, including developing more detailed staffing and operations management plans
- **Provide oversight for ongoing cross-departmental collaboration via the PPCIT**
- **Evaluate progress and refine plans as needed**

