Board of Supervisors

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Board of Supervisors
Family & Social Services Cluster Agenda Review Meeting

DATE: July 23, 2025
TIME: 1:30PM
MEETING CHAIRS: Monica Banken, 5th Supervisorial District
CEO MEETING FACILITATOR: Claudia Alarcon

THIS MEETING IS HELD UNDER THE GUIDELINES OF BOARD POLICY 3.055.

To participate in the meeting in-person, the meeting location is:

Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012
Room 140

To participate in the meeting virtually, please call teleconference number
1 (323) 776-6996 and enter the following 995 916 944# or
Click here to join the meeting

For Spanish Interpretation, the Public should send emails within 48 hours in advance of the meeting to: ClusterAccommodationRequest@bos.lacounty.gov

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Members of the Public may address the Family & Social Services Cluster on any agenda item during General Public Comment.
The meeting chair will determine the amount of time allowed for each item.
THIS TELECONFERENCE WILL BE MUTED FOR ALL CALLERS. PLEASE DIAL *6 TO UNMUTE YOUR PHONE WHEN IT IS YOUR TIME TO SPEAK.

I. **Call to Order**

II. **Consent Item(s)** (Any Information Item is subject to discussion and/or presentation at the request of two or more Board offices):
-- None --

III. **Presentation/Discussion Items:**

   a. **Prevention & Promotion Systems Governing Committee**
     Building Los Angeles County's Prevention Infrastructure: Coordinating Prevention Programs and Strategies.

   b. **Department of Children and Family Services**
     Intensive Services Foster Care Public Model Presentation.

IV. **Public Comment**

V. Standing item(s) and those continued from a previous meeting of the Board of Supervisors or from a previous FSS Agenda Review meeting.

VI. Adjournment

IF YOU WOULD LIKE TO EMAIL A COMMENT ON AN ITEM ON THE FAMILY & SOCIAL SERVICES CLUSTER AGENDA, PLEASE USE THE FOLLOWING EMAIL ADDRESS AND INCLUDE THE AGENDA NUMBER YOU ARE COMMENTING ON:

Family_Social_Services@ceo.lacounty.gov

Coordinating Prevention Programs and Strategies

COUNTY OF LOS ANGELES
PREVENTION &
PROMOTION SYSTEMS
GOVERNING COMMITTEE

Dr. D'Artagnan Scorza
Executive Director of Racial Equity, Los Angeles County

Dr. Jackie Contreras
Chair, Director DPSS, Los Angeles County

LA County has a robust prevention programs ecosystem 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 (LACAHSA) and Care First Community Investment (CFCI)

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

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

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

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

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

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

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

LA County Departments

3

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

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 PPSGC & PPCIT*
- *Integrate prevention into daily operations* • *Share funding data with PPSGC & 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

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

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…

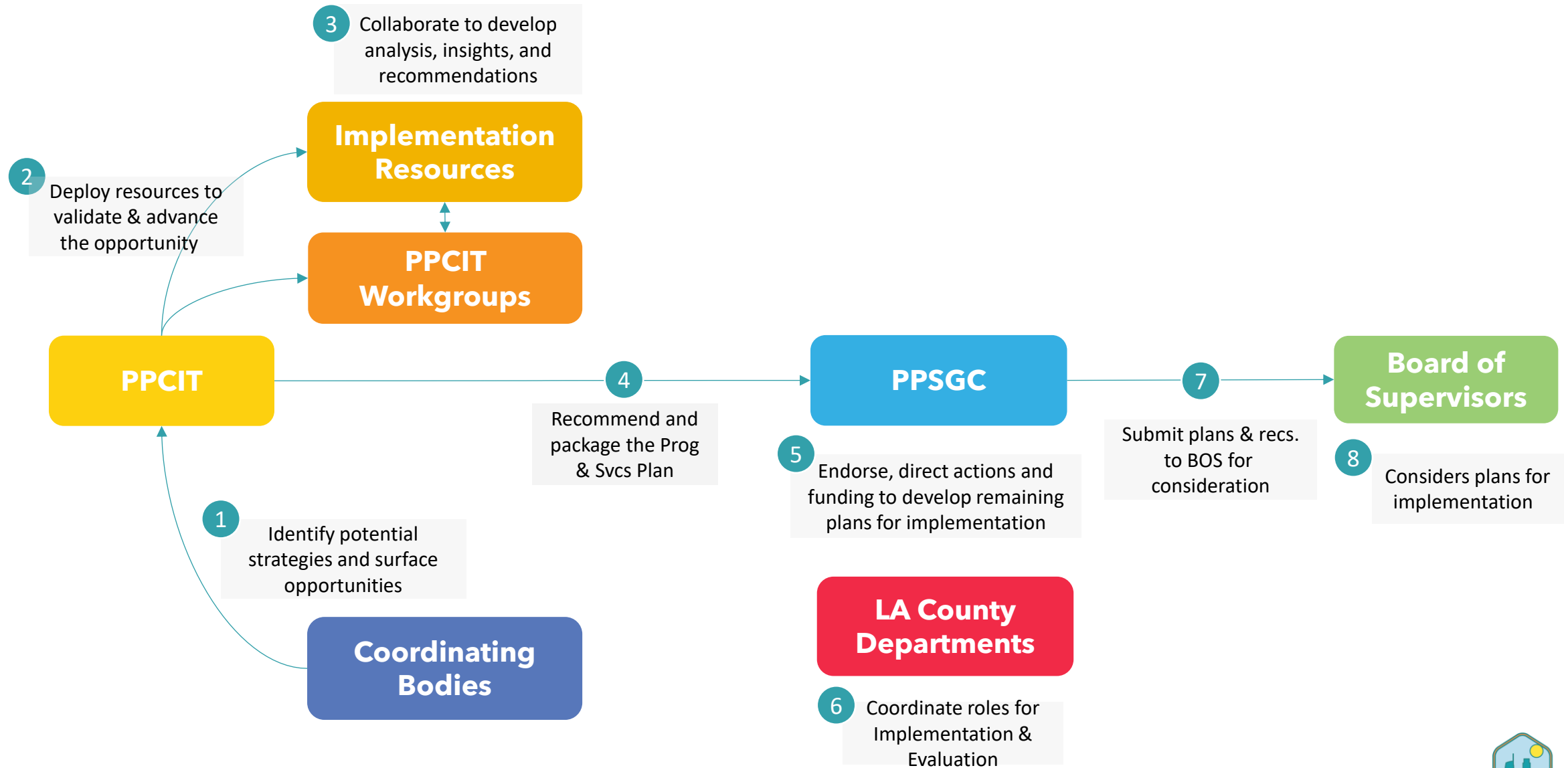| Coordinating Body	One Roof 2.0	• Surface opportunities and identify potential strategies for plan development • Bridge efforts across systems (County gov, social sector, CBOs, philanthropies) • Ensure alignment with broader housing and equity initiatives • Refer unresolved systemic issues/barriers to the PPCIT for resolution
LA County Departments	Primarily DCFS, DHS Housing for Health, 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

3 Collaborate to develop analysis, insights, and recommendations

Implementation Resources

2 Deploy resources to validate & advance the opportunity

PPCIT Workgroups

PPCIT

4 Recommend and package the Prog & Svcs Plan

PPSGC

5 Endorse, direct actions and funding to develop remaining plans for implementation

7 Submit plans & recs. to BOS for consideration

Board of Supervisors

8 Considers plans for implementation

1 Identify potential strategies and surface opportunities

Coordinating Bodies

LA County Departments

6 Coordinate roles for Implementation & Evaluation

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.)
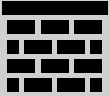
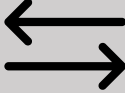# A set of coordinated strategies can advance this work
(Illustrative strategies)

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 LACAHSA 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
• 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 LACAHSA funding to high-impact opportunities

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 Unification 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

Center for Strategic Partnerships | SoCal Grantmakers

$355k (through June 2028)

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, older adults, etc.)

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)
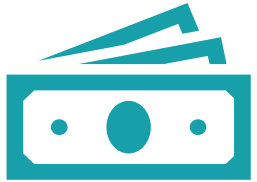
2. Strategic Use of PPSGC Funds to Unlock Value

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**