

OFFICE OF PREVENTION SERVICES TASK FORCE

Community Engagement Process

This working document details the ongoing Community Engagement Process for the Office of Prevention Services Task Force and its three working tables. Per the [Board motion](#) establishing the Task Force, the planning process “must include a comprehensive community engagement process which highlights and prioritizes the voices of those with lived experiences, including adults, children, youth, and families, and community-based organizations deeply engaged in prevention work.” The plan below is subject to change to adapt to the needs of the Task Force and working tables as they seek to continually improve and increase community engagement.

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Guiding Principles

As Task Force and table members, staff, and consultants, we commit to the following guiding principles as we conduct our work, particularly when implementing community engagement activities. These principles were adapted from and developed with the consultation of task force members, table members, County staff, and community members.¹

Guiding Principles	
<p>Practice Humility to foster true and mutual co-learning</p>	<p>Regardless of level of education or experience of staff, community engagement efforts are co-learning experiences promote mutual exchange of expertise among all of us.</p> <p>We should consider ourselves lifelong learners and create opportunities for all stakeholders to share their unique expertise and lived experience.</p>
<p>Acknowledge History, including policies, systems, and structures and the populations they have harmed or benefitted</p>	<p>Especially as we root our work in anti-racism and dismantling racist structures, we must learn to orient ourselves in history, culture, economic conditions, social networks, political and power structures, norms and values, demographic trends, and lived experience. We can put this work to practice by providing land acknowledgments for original peoples and stewards of the land, and by attributing frameworks, narratives, and ideas to their originating advocates, activists, and movements.</p> <p>As the Task Force has covered in its proceedings regarding definitions of prevention, promotion, and active harm and punishment, we know that the government – including the County of Los Angeles – has played a major role in perpetuating practices and policies that have led to inequities among community groups.</p>
<p>Invite In, by identifying relevant stakeholders and making it easy for them to engage</p>	<p>We must identify relevant stakeholders, especially community members who have or continue to be impacted by policies and programs. Relevant stakeholders also include public employees, community-based organizations, faith-based organizations, and businesses.</p> <p>We must be proactive and seek time with stakeholders <i>before</i> program deliverables are written or require review, and learn from stakeholders about their goals, area of focus, and current efforts to understand how they align with our work.</p> <p>We will provide stakeholders with information and resources they need to participate in a meaningful way and eliminate barriers to their participation.</p>
<p>Demonstrate Respect for those with differing perspectives, including by incorporating feedback and considerations</p>	<p>We involve stakeholders and implement their feedback and suggestions into our policy discussions and recommendations, and to demonstrate commitment to building deep relationships and showing gratitude for their participation.</p>

¹ We particularly acknowledge Manuel Carmona, Deputy Director of the City of Pasadena Public Health Department, for sharing and allowing us to adapt several of his best practices.

	<p>We practice active listening and respect stakeholder expertise on their lived experience, even when their experiences may challenge the pursuit of current efforts.</p> <p>We recognize that some voices reflect the pain of unhealed trauma and that any critical comments about us as individuals or the initiatives we lead are not personal but instead a response to experiences with the systems we may represent.</p> <p>While we must remain open and interested in alternative views, we also have a responsibility to correct misinformation and counter expressions of bias and hate.</p>
<p>Communicate to set clear expectations for timelines, objectives, and outcomes</p>	<p>We provide two-way communication opportunities with stakeholders to remove barriers and set expectations. We will provide timely information so stakeholders can participate in a meaningful way and will foster a culture of collective participatory decision making, including feedback mechanisms to communicate updates about initiatives and activities to the community. We will avoid the use of acronyms, unnecessary jargon, and professional/institutional language that often work to exclude people.</p>

Engagement Strategies

The Task Force and tables will pursue a variety of strategies to connect with diverse communities and lived experiences commensurate to the breadth of the services and populations the County serves and aims to coordinate through this effort.



Representation & Power Sharing

Reimagining government services toward a prevention and promotion approach requires acknowledging, uplifting, and centering the lived expertise of those experiencing our existing systems. One important strategy will be to include individuals with lived expertise as full voting members on the three working tables, as well as instituting power sharing practices to ensure their voices are appropriately heard as part of this initiative.

Community Member Positions on Subject Area Tables

The Prevention Services Task Force is conducting much of its activities under three subject area working tables: Framework, Coordination, and Disproportionality. Each table will set aside a minimum of 3 official voting positions for community members with lived expertise, to be officially appointed by the co-chairs of each table. These members will have the same privileges and responsibilities as other voting members, including through roll call attendance and decision votes. In addition to the abbreviated position description directly following, please refer to the [Task Force charter](#) for information on general operations/membership and the section below on **Power Sharing Practices**.

Community conversations and recruitment for these positions has been ongoing since the launch of the Task Force in March 2020, and many County staff, Task Force members, table members, and community organization partners have assisted the ARDI staff in identifying qualified candidates. As we formally fill these positions, we thank the many community members and partners for their interest and passion in this work. We know that our appointed Community Members with Lived Expertise will play crucial roles in the success of this initiative, along with the other engagement strategies detailed in this document.

Position Description: Community Member with Lived Expertise

The County of Los Angeles Prevention Services Task Force is seeking Community Members with Lived Expertise to join as official voting members on each of the Task Force's three working tables for a one-year renewable term from July 2022 to June 2023.

Ideal candidates may possess the following qualifications:

- Holds personal lived experience accessing and navigating County prevention systems and services, including (but not limited to) physical and mental health services; housing support; child and family welfare; substance abuse services; youth diversion and development; educational, employment, and vocational services; violence prevention services; and other services provided or funded by County entities;
- Has lived experience knowing, supporting, and/or advocating for other County residents who have accessed or pursued the above services;
- Has interest in participating in a collaborative team charged with reimagining government services through recommendations for the LA County Board of Supervisors, including holding public agencies accountable to promoting wellbeing and thriving in our communities, especially for communities of color and other historically marginalized populations;

Roles and responsibilities:

- Community Members will join one of the following tables based on their personal interests and prior experience:

- The **Prevention Framework Alignment** Table, or “Framework table,” which will recommend a new Countywide vision for prevention and promotion services as well as a governance structure for these services across County departments and affiliated organizations.
- The **Coordination and Integration** Table, or “Coordination table,” which will work across multi-departmental prevention efforts in LA County to ensure a coordinated approach, as well as make recommendations for pilot initiatives and near-term policy solutions for prevention services.
- The **Addressing Disproportionality** Table, or “Disproportionality table,” which will focus on understanding and addressing racial and other disproportionalities across LA County systems, including recommending shared prevention metrics and identifying key opportunities for data integration and targeted policy changes to close racial disparities.
- Community Members will join one of the following tables based on their personal interests and prior experience:
 - Contributes their feedback, lived expertise, and perspective to Task Force and table discussions and decision making alongside County staff, local organization representatives, and other community members;
 - Commits to abiding by the guiding principles detailed above when interacting with other colleagues and community members; and
 - Is able to attend regular meetings of their respective working table and the Prevention Services Task Force and will notify staff as early as possible of any schedule conflicts. A full schedule of all planned 2022 meetings can be found on the Task Force [website](#).

Appointment Process

- Candidates should indicate their interest in participating in the working tables as soon as possible and can do so by emailing Mark Lee at mlee@ceo.lacounty.gov. The first review of candidates by the table co-chairs will occur on **Friday, July 22**, though candidates will still be considered on a case-by-case basis after this date, depending on the number of available community seats on each table.
- The ARDI team will meet 1:1 with qualified candidates to answer any questions they may have regarding the Task Force and mutually determine which table(s) the individual may be best suited for based on their personal interests, prior experience, and lived expertise.
- Based on the list of interested candidates, the table co-chairs will make the final decision on which individuals will be appointed as voting members on the three working tables, with consideration toward diverse representation of lived experience (both demographic but also across County systems) on each of the tables.
- Candidates who are not appointed to a table may have the opportunity to become appointed at a future date based on table composition changes. They also may have the opportunity to participate in other meaningful ways per the discretion of the table co-chairs, including as non-voting members, during public comment, on panels, listening and feedback sessions, and other events.

Stipends for Participation

The Task Force is currently seeking funding to support Community Members with Lived Expertise serving as voting members on the subject area tables, in recognition of the perspective and invaluable insights they contribute. More information is coming soon and will be published in this live document link on the Task Force website.

This limited funding is primarily intended for individuals who are not already receiving full-time payment for their participation (e.g., someone who is serving on a table on behalf of their full-time job). However, all other funding requests will be considered on a case-by-case basis. Please contact Mark Lee and Heather Jue Northover for more information (mlee@ceo.lacounty.gov and hnorthover@ceo.lacounty.gov).

Power Sharing Practices

In recognition of the potential power dynamics between full-time, senior-level County employees and community members, the Task Force and table members commit to implementing power sharing practices

to ensure that Community Members with Lived Expertise are neither tokenized² nor sidelined during decision making processes.

Facilitating Collaboration and Multiple Perspectives

To ensure community voices are fully heard and deeply considered as the Task Force drafts recommendations, the working tables will utilize a number of facilitation and collaboration strategies:

- Especially in advance of key decision votes, table co-chairs (and other meeting facilitators) are encouraged to call upon Community Members with Lived Expertise to share their perspective before any vote is called, especially if any such members have expressed hesitation, opposition, or strong support on a prospective motion and/or have yet to substantively participate in the conversation. Simultaneously, table co-chairs should exercise their best judgement as they facilitate conversations among all members to ensure that a range of Community voices and Community-centric considerations are centered and elevated *throughout* any discussion.
- The [Gradients of Agreement](#) can be utilized to assist groups with diverse perspectives to attain consensus and better understand where common and differing opinions exist.
- The Task Force will also utilize tools like [Resources for Collaboration and Power Sharing](#), written by Human Impact Partners, to manage relationships and co-creation among County, community organizations, and community members during this initiative.

Optional Meeting Preparation, Office Hours, and Learning Resources

Too often, community members invited into formalized and professionalized spaces are not given equal, timely, or complete information before or after they are expected to provide feedback and participate in decision making.

The ARDI team and table co-chairs are committed to supporting Community Members with Lived Expertise with information, tools, and mutual learning opportunities so they can contribute their unique expertise and perspective to the best of their ability. This includes instituting the following practices, many of which have already been ongoing since the launch of the Task Force:

- Meeting 1:1 with community members who are interested in getting involved with the Task Force to provide an overview of the initiative, strategic deliverables, timeline, and planning process. These meetings also help Task Force staff to better understand an individuals' story, personal interests, and goals, so that staff and community members can mutually determine in what capacity they might be best suited to participate in the Task Force and subject area tables;
- Providing Community Members with Lived Expertise the option of attending pre-meeting briefings with ARDI staff and/or co-chairs each month, to be held at a regular and accessible time;
- Being available for additional meetings or "office hours" by request to receive feedback, answer questions, and help arrange connections with other Task Force and table members; and
- Upon request, compiling and sharing learning resources and media relevant to the Prevention Services Task Force to help inform and prepare Community Members with Lived Expertise as they participate in the Task Force and tables.

Community-Based Organizations on Subject Area Tables

In addition to Community Members with Lived Expertise and the County and external organizations named by the Board of Supervisors motion, the Task Force chair and table co-chairs may use their discretion to name representatives from community-based organizations to the subject area tables as full voting members. Although spots are limited, interested organizations may email mlee@ceo.lacounty.gov for more information and to indicate interest.

² Tokenism is "the practice of making only a perfunctory or symbolic effort to do a particular thing, especially by recruiting a small number of people from underrepresented groups in order to give the appearance of sexual or racial equality within a workforce." For more information, see: <https://fitchburgstate.libguides.com/c.php?g=1046516&p=7611618>



Listening Strategies

In contrast to Feedback Strategies which involve community members giving input on a specific deliverable, plan, or policy, Listening Strategies are one avenue where community members can raise their own ideas, concerns, and policy solutions under a wider umbrella of themes and issues. These listening strategies can be instrumental in helping to frame or reframe policy discussions and decision making, especially when community members elevate insights, perspectives, and experiences that might not otherwise be addressed through Feedback Sessions alone. Listening Strategies are most appropriate when hosted right before or early on during planning phases when Task Force and table members are developing proposed plans.

Community Member Panels and Guest Speakers

To assist and inform decision making, the Task Force and subject area tables may occasionally host community member panels to hear from individuals who have lived expertise navigating County systems and who are able to share insights and feedback about their respective communities. These panels may include appointed Community Members with Lived Expertise serving on the subject area tables or other individuals who will be compensated accordingly for their time.

Listening Sessions

In partnership with existing County stakeholder groups and community-based organizations, the Task Force will host listening sessions to solicit community experiences and perspectives relating to prevention and promotion services (e.g., town halls).

Journey Mapping, Personal Stories and Documented Testimonials

Especially when conducting journey mapping, personal stories about navigating County systems—whether positive and/or negative—can play an important role to shape thinking, frame decision making, and challenge assumptions as the Task Force looks to reimagine County prevention services. Through the Task Force website and outreach efforts (including listening sessions and feedback surveys), we will collect a repository of lived experiences. Individuals will have the option to indicate whether they would like to have their stories publicly published or shared confidentially with Task Force and table members.

The Coordination & Integration subject area table will be leading User Journey Mapping efforts and analysis for the Task Force and is currently gathering an existing inventory of similar prior efforts across County. As these efforts develop and progress, we will update this plan to consider how we can receive, document, and incorporate personal stories to ensure that the Task Force's recommendations center user experience in a human-centric way.

Feedback Strategies and Review Periods

In contrast to Listening Strategies, where community members can share their personal experiences more broadly or respond to open-ended prompts, Feedback Strategies are one way to receive community input on specific proposed policies and decisions. Feedback Strategies are most appropriate when showcasing recommendations and seeking input on proposed plans.

Key Review Periods

In addition to ongoing community engagement and involvement during planning and creation phases, the Task Force anticipates key feedback periods where additional outreach will be necessary to solicit community input on draft or pending deliverables. We will notify update this plan and utilize Targeted Outreach and Communications (see section below) when timelines for these key periods are determined and to ensure a wide range of community members are able to participate and provide their feedback.

Feedback Sessions

During the key review periods above, the Task Force will organize Feedback Sessions through a variety of spaces:

Hosted by the Task Force

The Task Force will organize feedback sessions hosted by ARDI staff and multiple Task Force members, where community members can provide feedback on the proposed vision and structure for Countywide prevention services. This would extend beyond and be more intentional than the regularly scheduled public comment periods set aside during each Task Force and Table meeting.

Hosted through Existing County Community Spaces

In partnership with represented departments, the Task Force will leverage existing County community spaces for feedback, in recognition of the long-term engagement efforts that many County programs, teams, and employees have fostered. This includes, but is not limited to:

- The Anti-Racism, Diversity, and Inclusion Initiative’s Community Input Advisory Board
- Department of Public Health Community Prevention and Public Health Task Force
- Commission for Children and Families
- Los Angeles County Commission for Older Adults
- Department of Mental Health Underserved Cultural Communities (UsCC) Subcommittees
- *TBD – other spaces that the Task Force and table members may have access to*

Hosted through Community Based Organizations

The Task Force will partner with community-based organizations to host listening and feedback sessions where community members can provide feedback on the proposed vision and structure for Countywide prevention services and share their own personal lived experiences.

Access and Communication

Transparency, Digital Access, and Language Access

The Task Force and its three tables are Brown Act bodies. All regular meetings are open to the public, and deliverables and materials presented to Task Force and table members are made promptly available on the [Prevention Services Task Force website](#). Currently, all planned 2022 meetings for the Task Force and tables have been announced, and members of the public can subscribe to a live Outlook calendar to easily add all events to their personal calendar.

To the greatest extent possible, all Task Force meetings will have live Spanish language interpretation and live CART captioning to increase access to County residents. Members of the public who wish to access materials in additional languages can contact mlee@ceo.lacounty.gov for more information. Live interpretation requests should be made at least two weeks in advance prior to the scheduled meeting.

Targeted Outreach and Communications

Especially during key feedback periods, the Task Force will conduct outreach and provide updates through the Anti-Racism, Diversity, and Inclusion Initiative listserv and bulletins.

With the support of Task Force and table members, County staff, and community members, the ARDI staff will assemble a list of communication channels that the Task Force can use to disseminate key information, including surveys, public comment, major feedback periods, and other major events. This list should ensure that feedback for the Task Force is gathered through a wide range of communities and policy domains, including listservs, groups, and other communication channels both across County departments and externally.



Budget and Funding Sources

The Task Force and ARDI staff are currently seeking funding to support the strategies detailed in this document. The section of this document on the Task Force website will be updated when more information is available.

