



Chief Executive Office
COUNTY OF LOS ANGELES

Prevention Services Task Force Meeting

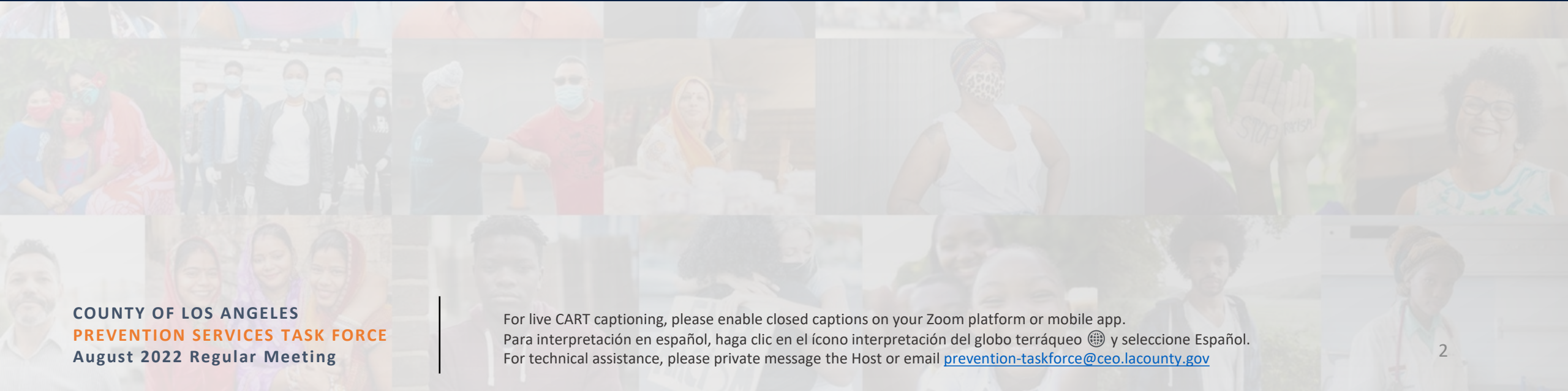
August 19, 2022





ITEM 2

MEETING DISCLOSURES



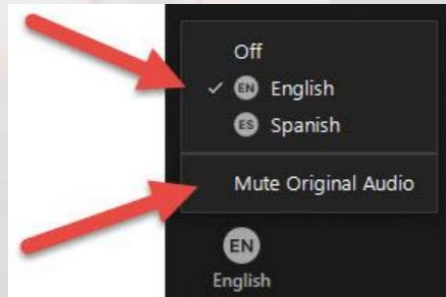
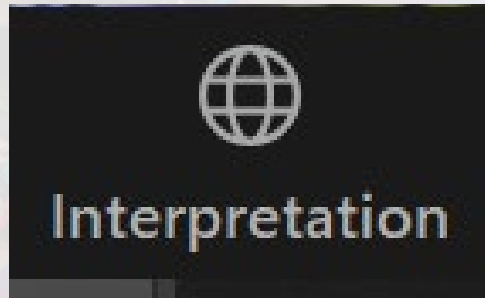
COUNTY OF LOS ANGELES
PREVENTION SERVICES TASK FORCE
August 2022 Regular Meeting

For live CART captioning, please enable closed captions on your Zoom platform or mobile app.
Para interpretación en español, haga clic en el ícono interpretación del globo terráqueo 🌐 y seleccione Español.
For technical assistance, please private message the Host or email prevention-taskforce@ceo.lacounty.gov

INTERPRETACIÓN EN ESPAÑOL

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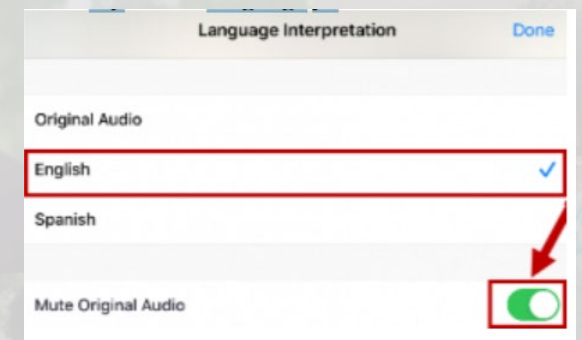
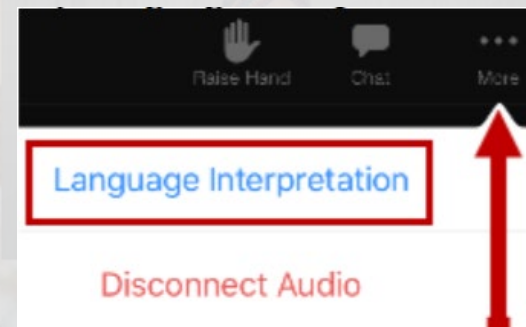
(For Spanish interpretation, please click on the globe (interpretation) icon and select Spanish.)



Teléfono inteligente:


Toque el botón "... " Más y seleccione Interpretación de idiomas. Luego toque el idioma "Español".

(Tap the "... " More button and select Language Interpretation. Then tap on the language "Spanish.")




LIVE CART CAPTIONING

Desktop app:

For live CART captioning, please enable the **Closed Captions**  function

Smartphone:

For live CART captioning, please go to **Settings**  Tap **Meeting**. Toggle **Closed Captioning** to on.

- **This meeting is being recorded:** for the purpose of meeting minutes and to make the recording available online. By remaining in this meeting, you consent to being recorded.
- **Chat is disabled:** This is a public meeting and subject to the Brown Act. Since conversations and statements on the chat are not visible to people on the telephone and who are unable to participate, the chat function is disabled; however, the host may send out broadcast messages in the chat when needed.
- For anyone experiencing online technical difficulties, telephone dial-in information will also be provided in the chat.

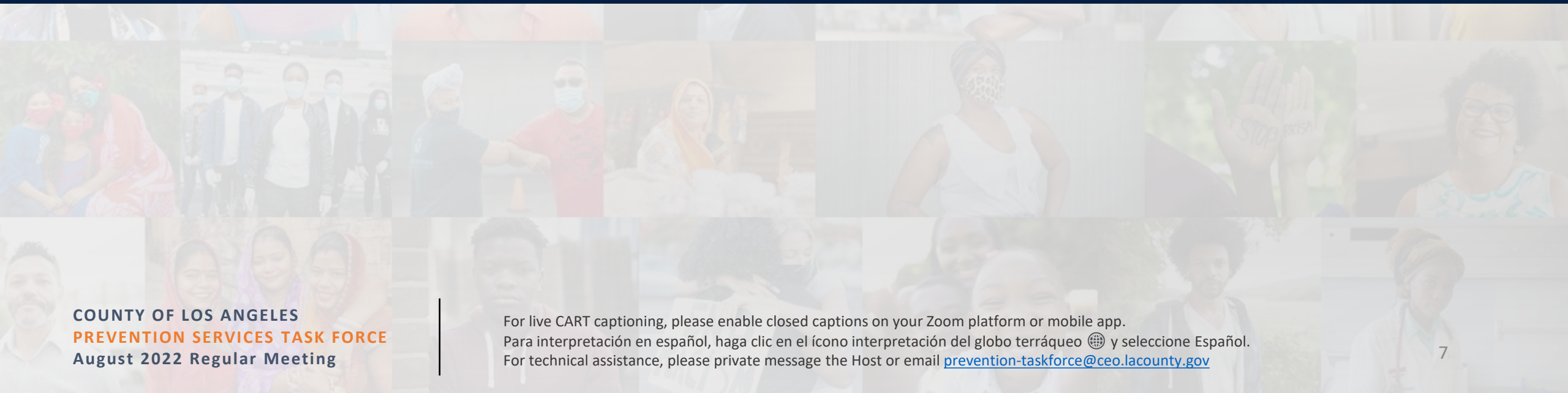


Land Acknowledgement



ITEM 3

WELCOME

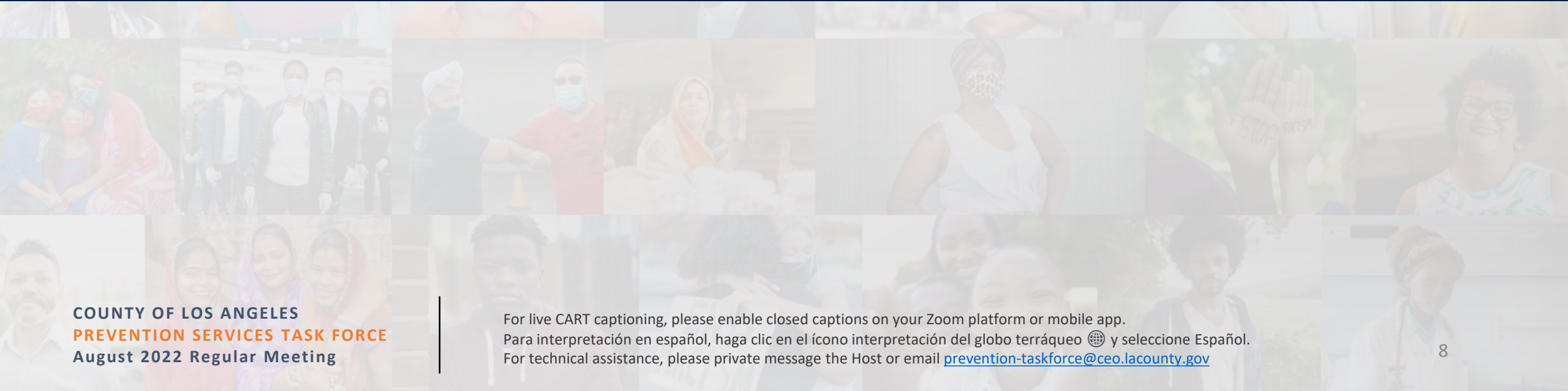


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ITEM 4 ROLL CALL



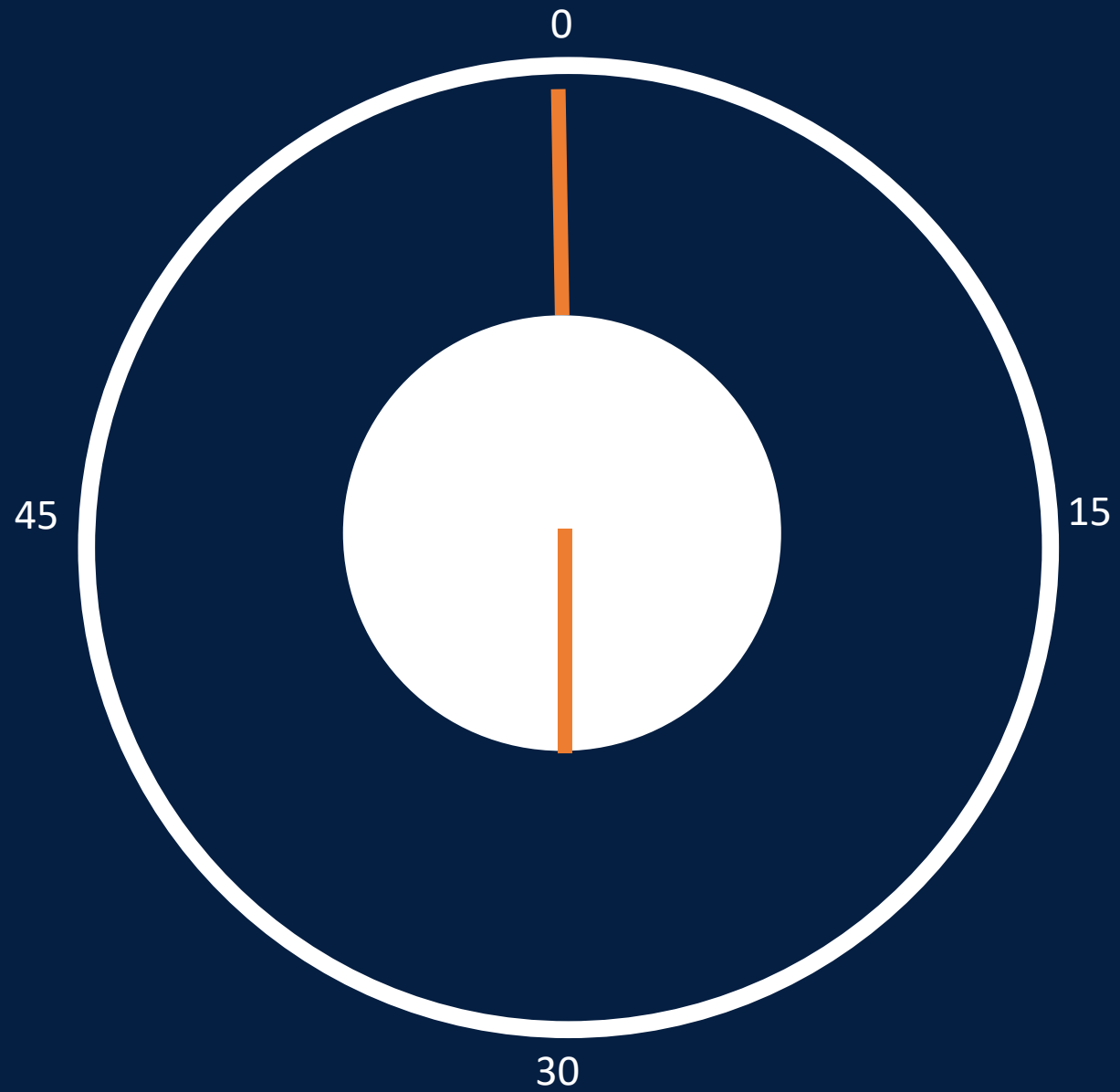


ITEM 5 **Public Comment**

To address the Task Force and provide public comment on **today's agenda items**, please use the *raise hand* feature on Zoom. Use the same feature to lower your hand after your comments.

If you are calling in by phone, dial *9 on the phone's dial pad to raise your hand. Dial *9 again to lower your hand. Dial *6 to unmute when told.

Each speaker is allowed up to 90 seconds. Public comment on other Task Force-related subject matters is scheduled for the end of the meeting.





ITEM 6

Take appropriate action on the Minutes of the Prevention Services Task Force Regular Meeting of July 15, 2022

7. INTRODUCTIONS

	NAME		ORGANIZATION	TITLE
1	Songhai	Armstead	CEO - Alternatives to Incarceration	Executive Director
2	Carlos	Benavides	Community Member with Lived Expertise	
3	Meredith	Berkson	Los Angeles Homeless Services Authority	Director, Systems and Planning
4	Yahniie	Bridges	Community Member with Lived Expertise	
5	Jackie	Contreras	Department of Public Social Services	Acting Director
6	Barbara	Ferrer	Department of Public Health	Director
7	Alicia L.	Garoupa	Los Angeles County Office of Education	Chief of Wellbeing and Support Services
8	Christina	Ghaly	Department of Health Services	Director
9	Tyrone	Howard	UCLA Pritzker Center for Strengthening Children & Families	Director
10	Tamara	Hunter	Commission for Children & Families	Executive Director
11	Kelly	LoBianco	Department of Economic Opportunity	Director
12	Tracie	Mann	Los Angeles County Development Authority	Chief of Programs
13	Minsun	Meeker	Office of Child Protection	Assistant Executive Director
14	Carrie	Miller	CEO - Poverty Alleviation Initiative	Executive Director
15	Angela	Parks-Pyles	Department of Child and Family Services	Deputy Director
16	Erica	Reynoso	LA County Youth Commission	Acting Executive Director
17	D'Artagnan	Scorza	CEO - Anti-Racism, Diversity, and Inclusion Initiative	Executive Director
18	Fran	Sereseres	Community Member with Lived Expertise	
19	Kanchana	Tate	Department of Mental Health	Mental Health Clinical Program Manager
20	Cheri	Todoroff	CEO – Homeless Initiative	Executive Director
21	Laura	Trejo	Aging and Disabilities Department	Director
22	John	Wagner	First 5 Los Angeles	Executive Vice President, Center for Child and Family Impact

COMMUNITY MEMBERS WITH LIVED EXPERTISE

Prevention Services Task Force	Framework Table	Coordination Table	Disproportionality Table
Carlos Benavides	LaRae Cantley	Jackie Morris	Katherine Buckley
Yahniie Bridges	Diana Mata	Vonya Quarles	Merry Meyers
Fran Sereseres	Latia Suttle	Helen Romero Shaw	Mike Neely

[Full Member List](#)

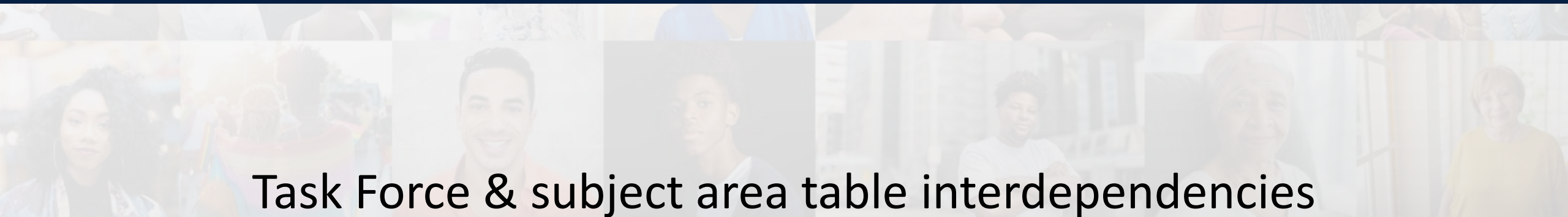


ITEM 8

Officially elect the remaining co-chair of the Framework Table



ITEM 9



Task Force & subject area table interdependencies

July August September October

FEEDBACK AND FINAL AUTHORITY

Receive, provide feedback on, and formally affirm intermediate deliverables created by the tables (e.g., those listed in the white rectangles on this page)

Review and Adopt Preliminary Report (Recommendations/Findings) for the Board

Begin work on next phase of recommendations, including receiving community feedback on preliminary report, approving table deliverables, and other overarching items

Task Force level

FUNDING STREAMS ANALYSIS

Collection and analysis of program budget data Funding streams analysis Recommendations and findings for funding streams/programs

OVERARCHING VISION STATEMENT (Per TF request, portions of this were moved to the TF to ensure adequate feedback/input)

Collect Task Force, table, benchmarks, and community feedback on vision and vision statement (including survey of community members and County staff) Adopt vision statement

DETAILED VISION AND GOVERNANCE

Adopt Guiding Principles for Prevention/Promotion Clarify and affirm range of domains covered under Prevention/Promotion Adopt Prevention/Promotion Countywide Systems Model Identify recommended governance structure (potentially prolonged)

Ongoing: Resolve and further clarify vision and governance recommendations

Framework Table
(launched 8/5)

Disproportionality Table
(launched 7/22)

PREVENTION METRICS

Identify Life Course Outcomes Identify Ecological/Institutional Factors Adopt Metrics

Ongoing: Data Analytics and Targeted Policies to Address Racial Disproportionality, including across LCOs and Ecological/Institutional Factors

PROBLEM ANALYSIS: OPERATIONAL BARRIERS AND OPPORTUNITIES TO ADDRESS THEM

Identify operational barriers hindering coordination, including those relating to data systems, user journey mapping, and cross-agency collaboration. When possible, identify policy recommendations/solutions to address these barriers, including pilot programs, County policy advocacy at the state/federal level, and/or Board action

Ongoing: Continue to coordinate implementation, including data systems integration and user journey mapping

Coordination Table
(launched 6/16)



COMPONENTS OF INITIAL BOARD DELIVERABLES

- **Vision and Governance Structure**

- Guiding Principles
- Vision Statement
- Affirmation of Domains covered
- Recommended Prevention/Promotion Countywide Systems Model
- Overarching Governance Structure (*may need to be postponed or further fleshed out after October*)

- **Community Engagement Process**

- Detailed process plan, including components that may occur later

- **Prevention Metrics**

- Metrics informed by Equity-centered Framework (Life Course model)
 - Life Course Outcomes
 - Ecological/Institutional Factors

- **Operational Barriers/Recommendations**

- Identified barriers and policy solutions, including pilots for consideration, policy advocacy necessary at state/federal level, Board action, etc.

- **Funding Streams Analysis**

- Program Inventory
- Overarching Findings
- Funding Streams for Further Study/Action

Vision & Governance Structure

Component	Description	Utilization	Body / Status
Guiding Principles	<p>Value statements to serve as “guardrails” that help define <i>how</i> and <i>why</i> LA County is establishing a countywide prevention/promotion services system, listed in approximate order of importance to members.</p> <p>Several are drawn from the County’s racial equity strategic plan, with some minor revisions to reflect discussion and learnings from this Task Force effort.</p>	Provides the intent and goals behind recommendations created by the Task Force, especially for TF/table members, County prevention staff, community-based service providers, and residents	Framework table - Adopted
Prevention/Promotion Framework	Definitions for prevention and promotion, including “tiers” (e.g., primary, secondary, tertiary) to indicate levels of support administered by the County for populations with differing needs.	Unifies definition and common usage across departments; informs County departments and staff how to prioritize populations for additional support, services, and intervention based on level of risk or need.	Framework table – in progress (9/8)
Vision Statement	An aspirational statement to describe the desired long-term goals and direction for the future of LA County prevention/promotion services.	Concisely communicates the goals of a reimagined system for multiple stakeholders; intended to be inspiring and uplifting.	Framework table/Task Force – in progress
Affirmed Domains	Domains/service areas discussed by the Task Force to be considered under the umbrella of County prevention/promotion. Process includes analysis of benchmark jurisdictions.	Provides grounding context for what service areas are included in and covered by this initiative, including how they cut across multiple departments/agencies.	Framework table – in progress (9/8)
Governance Structure	Recommendations for a governance structure for prevention/promotion in LA County, including the necessary budgeting, staffing, contracting, and data sharing authorities across relevant departments. Process includes analysis of benchmark jurisdictions.	If adopted by the Board of Supervisors, enables the County to coordinate and effectuate a comprehensive community-based prevention services delivery system.	Framework table – in progress (9/8-)

Prevention Metrics

Component	Description	Utilization	Body / Status
Life Course Outcomes	<p>Priority outcomes that the County wishes to increase or reduce in people’s lives, especially those connected to major positive or negative outcomes later in life. These outcomes should be broadly prevalent, “inherently good,” and fall within the County’s sphere of influence.</p> <p>The first five outcomes selected are derived from the County’s Racial Equity Strategic Plan and have already been adopted by the Board of Supervisors.</p>	Provides North Star outcomes that the County aims to achieve and focus on as goals of a coordinated, comprehensive, Countywide prevention/promotion system.	Disproportionality table - Adopted
Ecological-Institutional Factors	Factors relating to systems, structures, and physical and community environments (including those driven from County policy and programs) that directly or indirectly impact life course outcomes. These may include structural racism and other systems that lead to disproportionality and marginalization across specific population groups.	<p>Provides context to why certain populations may have disproportionate prevalence of life course outcomes (both positive and negative), which can form a starting point of County reforms, restructuring, and reimagined resources to address these disproportionalities.</p> <p>This analysis may also form inform concrete policy recommendations to address existing racial disproportionalities across County systems.</p>	Disproportionality table – in progress (8/23, 8/30)
Guiding Prevention Metrics	A set of guiding prevention metrics, principally informed by an equity centered framework which reflect how County residents’ lives were made better as result of receipt of prevention services.	Assists County staff and community members to understand how outcomes and needs may be improving or require greater attention (including in addressing racial disproportionality); to prioritize ongoing and future policy decisions and investments.	Disproportionality table – in progress

Problem Analysis: Operational Barriers and Opportunities to Address Them

Component	Description	Utilization	Body / Status
Operational Barriers and Opportunities	<p>Recommendations for the Board of Supervisors including:</p> <ul style="list-style-type: none"> Identified problem statement and categories regarding current Countywide prevention/promotion service coordination and delivery (e.g., regulatory barriers, data sharing constraints, funding constraints) Goal outcomes for these categories Recommendations to achieve the goal outcomes for these problem categories (e.g., policy reform, advocacy for changes in state/federal law, funding reprioritization, new technology, etc.) 	<p>Elevates solutions to the existing barriers to Countywide prevention services coordination – especially those that exist today and can be addressed even in the absence of a reimagined system and/or will still need to be addressed even as a reimagined system is implemented.</p> <p>These recommendations can simultaneously help inform and build upon the overarching governance structure recommendations coming out of the Framework table.</p>	<p>Coordination table – in progress</p>

Community Engagement Process

Component	Description	Utilization	Body / Status
Community Engagement Process	<p>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. This plan includes:</p> <ul style="list-style-type: none"> Participatory Decision Making and Power Sharing (e.g., voting positions and representation) Gathering Community-Defined Evidence (e.g., listening strategies and user journey mapping) Inclusion, Access, and Communication (e.g., interpretation and multi-language promotion) Community Consultation and Alignment (e.g., community consultation sessions) 	<p>Ensures that end users (i.e., adults, children, youth, and families with varying experiences) and their experiences navigating County prevention services and systems are centered throughout this initiative – and that the recommendations coming out of the Task Force most effectively meet the needs and current realities of LA County residents.</p>	<p>Task Force and all tables, led by ARDI – in progress</p>

Funding Streams Analysis

Component	Description	Utilization	Body / Status
Program Inventory	Comprehensive list of County prevention programs, including their prior and current fiscal year budget, description of services and populations served, and funding sources. Gathered with the support of CEO Budget and staff across County departments and partner organizations.	Enables the Task Force to begin analyzing the landscape of prevention and promotion programs and their funding sources across multiple County departments.	Task Force (supported by Ernst & Young) – in progress (awaiting additional organizations)
Overarching Findings/ Recommendations	Summary of findings across prevention programs and funding, including opportunities for greater collaboration and potential to braid funding. Per the Board motion, this should include “recommendations for a County-designated central budget entity to coordinate prevention dollars received from all relevant County departments.”	If adopted by the Board, should allow the County to more effectively coordinate and collaborate to fund the prevention and promotion services for our communities.	Task Force (supported by Ernst & Young) – in progress
Funding Streams for Further Analysis/Action	Identified funding streams where there may be the potential to leverage additional funds, merge services, and/or braid funding. This component includes support from County Counsel, who will assist in reviewing potential regulatory or legal requirements to accessing and utilizing specific funding streams.	Provides priority opportunities from which the County may be able to derive additional funding for prevention and promotion services; may also highlight opportunities where the County can advocate for regulatory changes at the state and federal level to access additional funding.	Task Force (supported by Ernst & Young) – in progress

COMMUNITY SURVEY

WE WANT TO HEAR FROM YOU! TAKE THE [TASK FORCE SURVEY](#)

The Task Force is conducting a survey to support the development of the County's vision for advancing an anti-racist system that improves and delivers on prevention and promotion. This survey takes **less than 10 minutes to complete** and will help ensure that the Task Force's recommendations to the Board are aligned with the needs of our communities.

We welcome all community members, including community-based service providers and County staff, to participate and provide your input:

Please feel free to share the following survey link:

https://survey.eu.qualtrics.com/jfe/form/SV_cMcRWua5ktCwNO6

PREVENTION SERVICES WEBSITE

The screenshot shows the website for the Prevention Services Task Force. The main navigation bar includes: HOME, ABOUT ARDI, NEWSROOM, CALENDAR, EQUITY INITIATIVES, RESOURCES, CONTACT US. A secondary navigation bar includes: TASK FORCE MEETINGS, FRAMEWORK, COORDINATION, DISPROPORTIONALITY. The main content area is titled "Prevention Services Task Force" and includes links for "Charter (v. 5/22) | Member List", "One-page Summary | Overview Presentation", and "Upcoming Meeting Schedule". The meeting schedule lists dates from August 19 to December 16. A "Meeting Archive" section highlights the "Friday, July 15, 2022: Community Engagement Strategies, Definitions of Prevention & Promotion, and Setting LA County's Vision" with links to agenda, minutes, recording, meeting slides, pre-reading materials, engagement process, and a 4-pager. A "Public Comment" section provides instructions and a deadline for comments.

<https://ceo.lacounty.gov/prevention-taskforce/>

- Archived agendas, meeting slides, recordings
- Onboarding documents and recommended reading materials for members
- Announcements and summary of latest progress across Task Force and subject area tables, to be updated regularly *coming soon*



ITEM 10



Report out and updates on actions taken across subject area tables



Intermediate steps for vision and governance structure



GUIDING PRINCIPLES

- Value statements that inform planning sessions
- Serve as “guardrails” we can and should refer to throughout our work
- Tell us *how* and *why* we are engaging in this initiative
- Started with principles created through the process for developing the County’s [Racial Equity Strategic Plan](#), with additions and revisions informed by learnings from this initiative

ADOPTED PRINCIPLES AS AMENDED

- Reduce racial disparities and increase equitable life outcomes for all races/ethnicities as well as close disparities in public investments to shape those outcomes
- Authentically engage residents, organizations, and other community stakeholders **early** to inform and determine interventions (e.g., policy and program) and investments that **emphasize long-term prevention and promotion**
- Develop and implement strategies that identify, prioritize, and effectively support the most disadvantaged geographies and populations
- Collaborate to align funding investments and promote systems change to reduce barriers to achieve effective family-centered services
- Use data and community-defined evidence to effectively assess and communicate equity needs and support timely assessment of progress
- Work collaboratively and intentionally across departments as well as across leadership levels and decision-makers
- **Seek to provide early and tailored support to** improve long-term outcomes, both intergenerationally (i.e. parent to child) and multi-generationally (i.e. grandparent to grandchildren)
- Act urgently, boldly and innovatively to achieve tangible results
- Disaggregate and **streamline data collection** as well as conduct analysis for different racial/ethnic and other demographic subgroup categories
- Be transparent about our goals and our impact

PREVENTION/PROMOTION TIERS

The Framework table is currently collaborating to align on a common understanding for prevention & promotion that can be applied across County domains/service areas.

Emerging themes and considerations:

- How to incorporate social conditions and their root causes (e.g., structural barriers/supports), which often aren't adequately acknowledged in many existing prevention models
- Questioning and clarifying the language of “interventions” and “services” and “resources,” especially whether they are structurally- or individual-focused
- Given how “negative outcomes” can look very different across domains, how can the model consider restoration vs. healing vs. reversal vs. risk mitigation?
- How to best use creative visual representations and geometry to communicate this information but also underlying values



Intermediate steps for guiding prevention metrics



Disproportionality Table

Selected North Star Outcomes



Process for Selecting ARDI North Star Outcomes

1. Informed by domains suggested the ARDI Board Motion
2. Prioritized 5 from a potential list of 30
3. Prioritization criteria included: largest racial gaps, largest impact on later life outcomes (leverage), and touched a lot of people's lives (prevalence)

Racial Equity North Star Outcomes

PROMOTION

PREVENTION

AGE 0-5

6-11

12-18

19-25

COMPLETION OF
POSTSECONDARY
CREDENTIAL W/
SIGNIFICANT
LABOR MARKET
VALUE

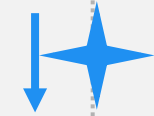
STABLE FULL-TIME
EMPLOYMENT @
>250% FPL for
Individuals

26-35

INCOME @
≥250% FPL for
Families
(Family of 4)



CHILD
INFANT
MORTALITY



FIRST-TIME FELONY
CONVICTION,
INCARCERATION



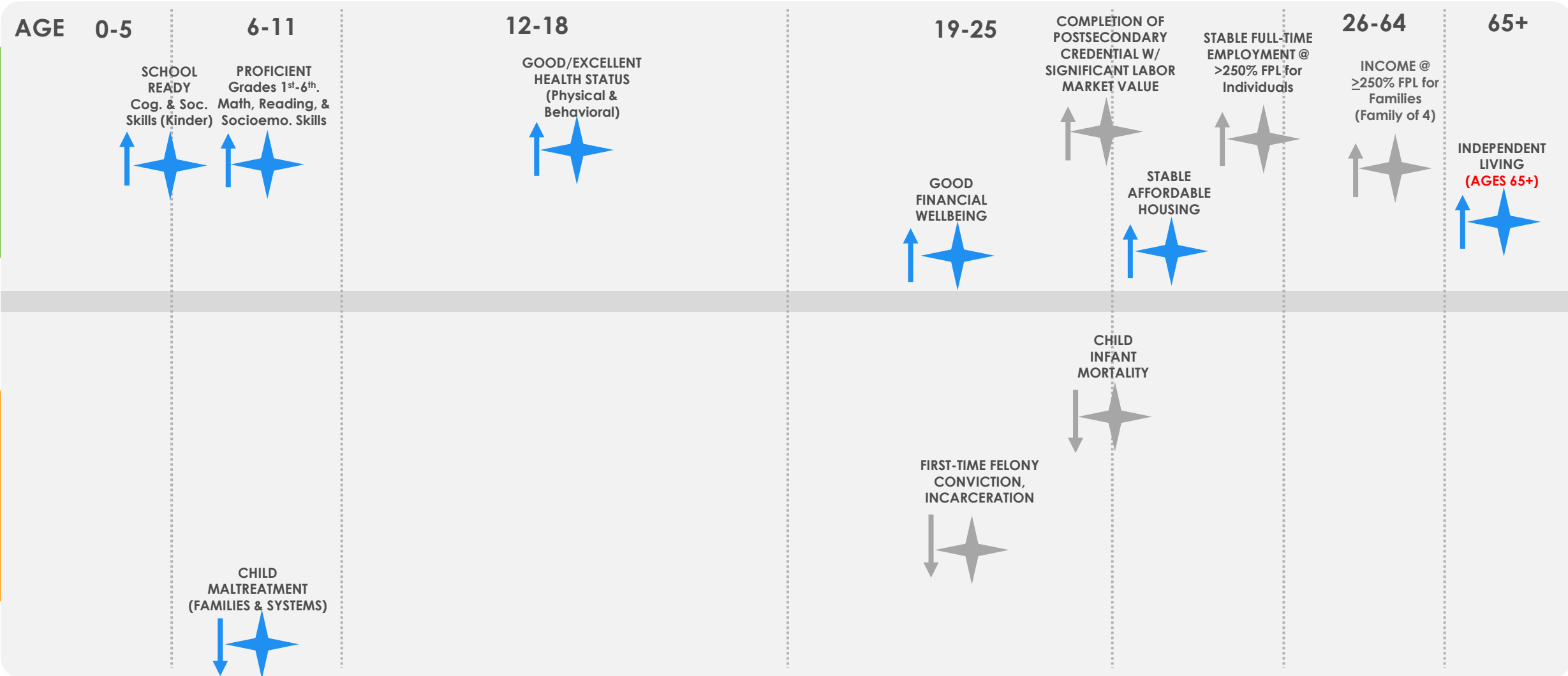
Process for Selecting Additional North Star Outcomes

1. A goal was to include outcomes in the childhood and older age periods
2. Prioritized 7 from a potential list of 19
3. Prioritization criteria included: largest impact on later life outcomes (leverage), and touched a lot of people's lives (prevalence), and **substantially within the sphere of County influence or authority**




Prevention Task Force Additional North Star Outcomes

PROMOTION

PREVENTION

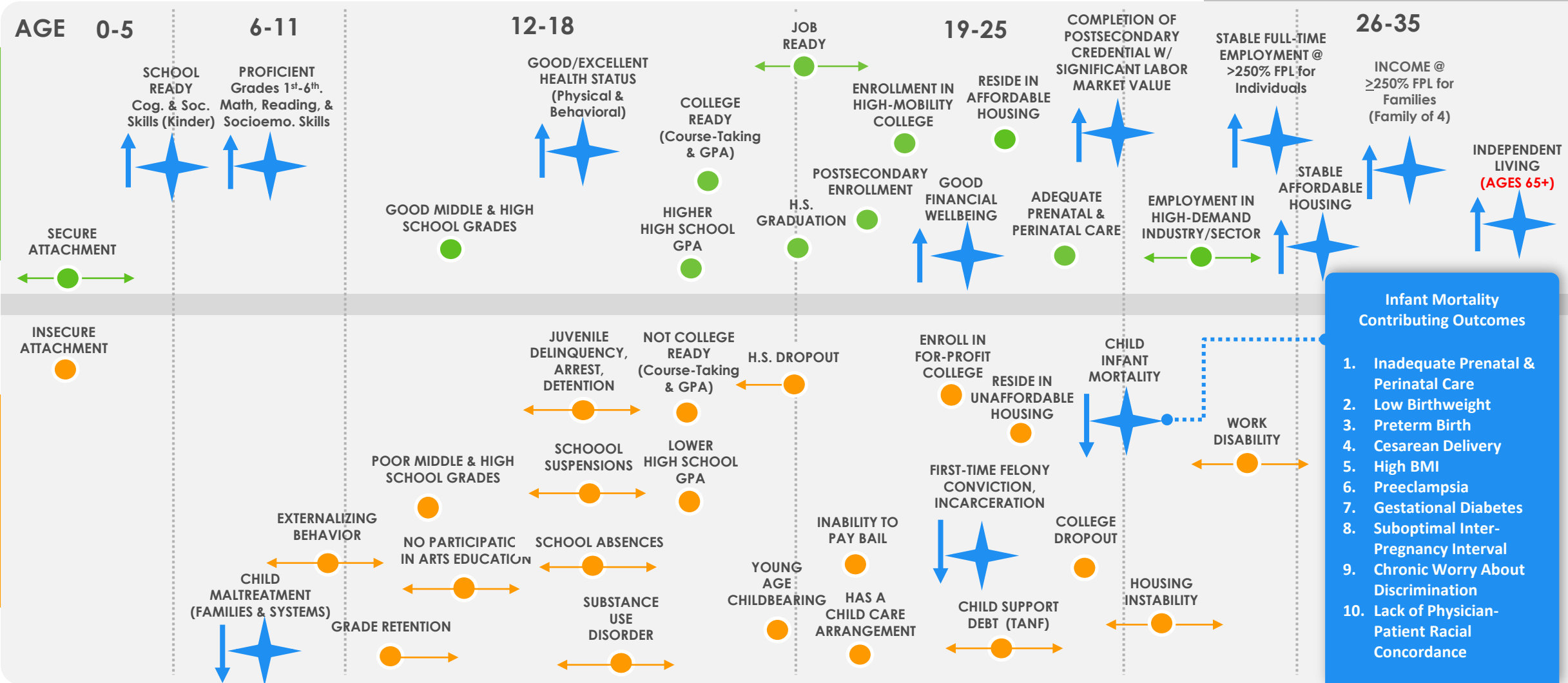



Prevention Task Force North Star and Contributing Outcomes

 North Star Outcome
 Promotion Contributing Outcome
 Prevention Contributing Outcome

PROMOTION

PREVENTION





Intermediate steps for effectuating the delivery and coordination of community-based prevention services

Problem Statement -

Despite sometimes serving the same clients/residents, our systems are oftentimes working in siloes - which makes it challenging for our clients/residents to easily navigate and access the services they need/want.

lack of coordination leads to mistrust of government solutions

lack of information from trusted entities/messengers in communities

Yes, and the devil is in the details. The particular barriers depend on which services people are trying to access and which departments are involved.

different resources available in different communities, particularly the kinds of supports (not necessarily clinical treatment services) that residents most want

County staff may need training re: what other programs are available through the different County Depts. It would be helpful to have quick screening tools to help with this.

create an integrated committee model of information

our data systems need to be integrated.

Expand ability for systems to speak to each other, or allow for data sharing across departments/entities with the same clients.

difficulty understanding what other departments have to offer that could meet needs of clients

Lack of holistic view/delivery across services prevents agencies from viewing individuals as whole people, versus individuals who need a specific service

Is there a way to define or hone in on clients of concerns? The needs vary.

Sometimes it is hard for the public to know where to go. For example, does the public know there is an eviction prevention program at DCBA? The homeless services system also has an eviction defense program too.

Siloed efforts lead to an unevenness in services/supports offered.

mismatch between available services and what residents say they want and need

too many wrong doors, lack of skills in engaging people in available services

Paucity of culturally appropriate interventions

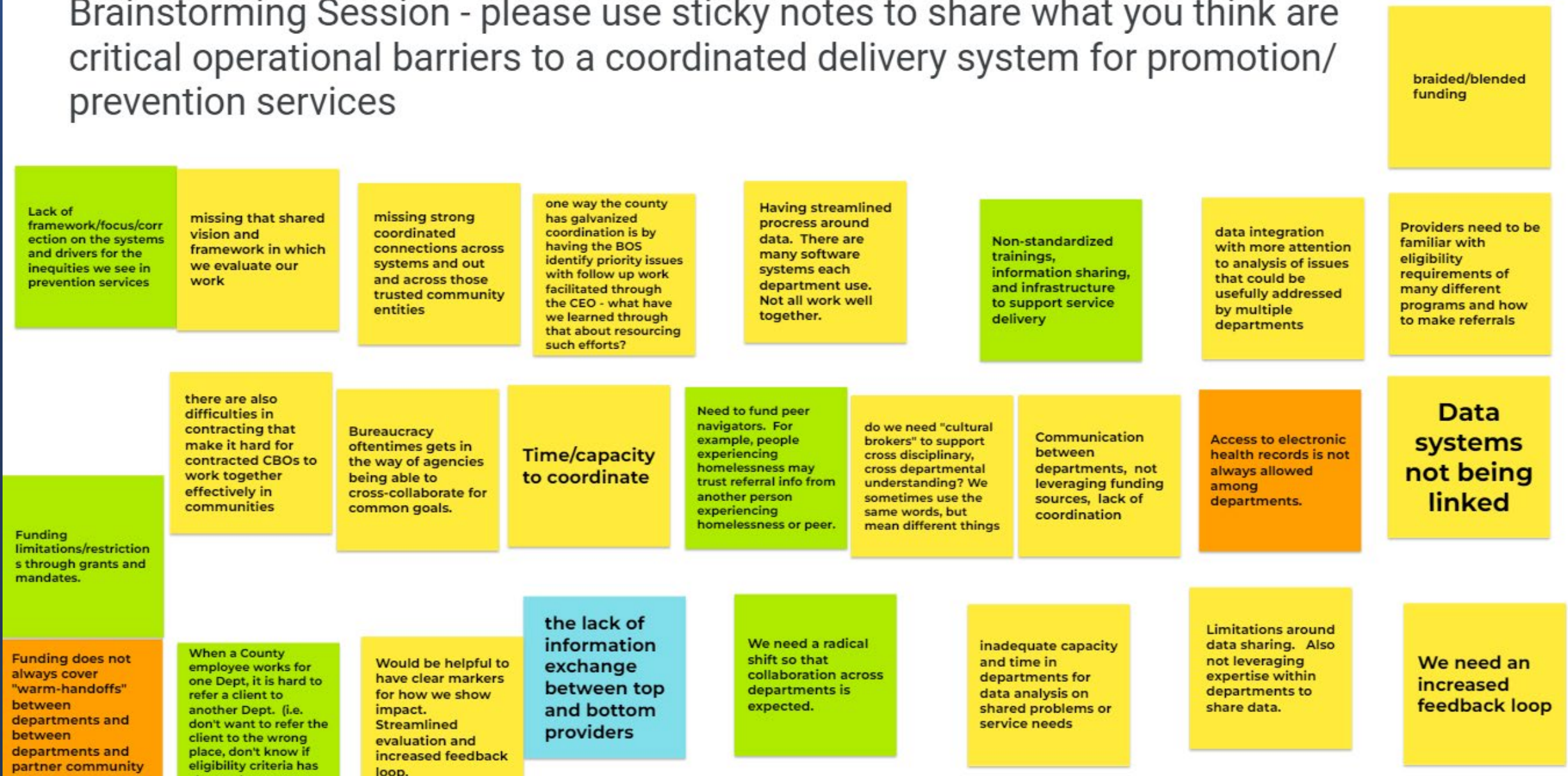
How do we/could we cross-train workforce across the County systems so that they are equipped to appropriate refer to other Departments and services?

I agree with the statement, I would also highlight that even when programs/departments know about each others services communication/coordination is difficult. Which impacts community receiving

Appreciate the focus on the client experience

It's also important to factor in the context/systems in which our clients live; it drives how they come to our services and what they may need

Brainstorming Session - please use sticky notes to share what you think are critical operational barriers to a coordinated delivery system for promotion/ prevention services

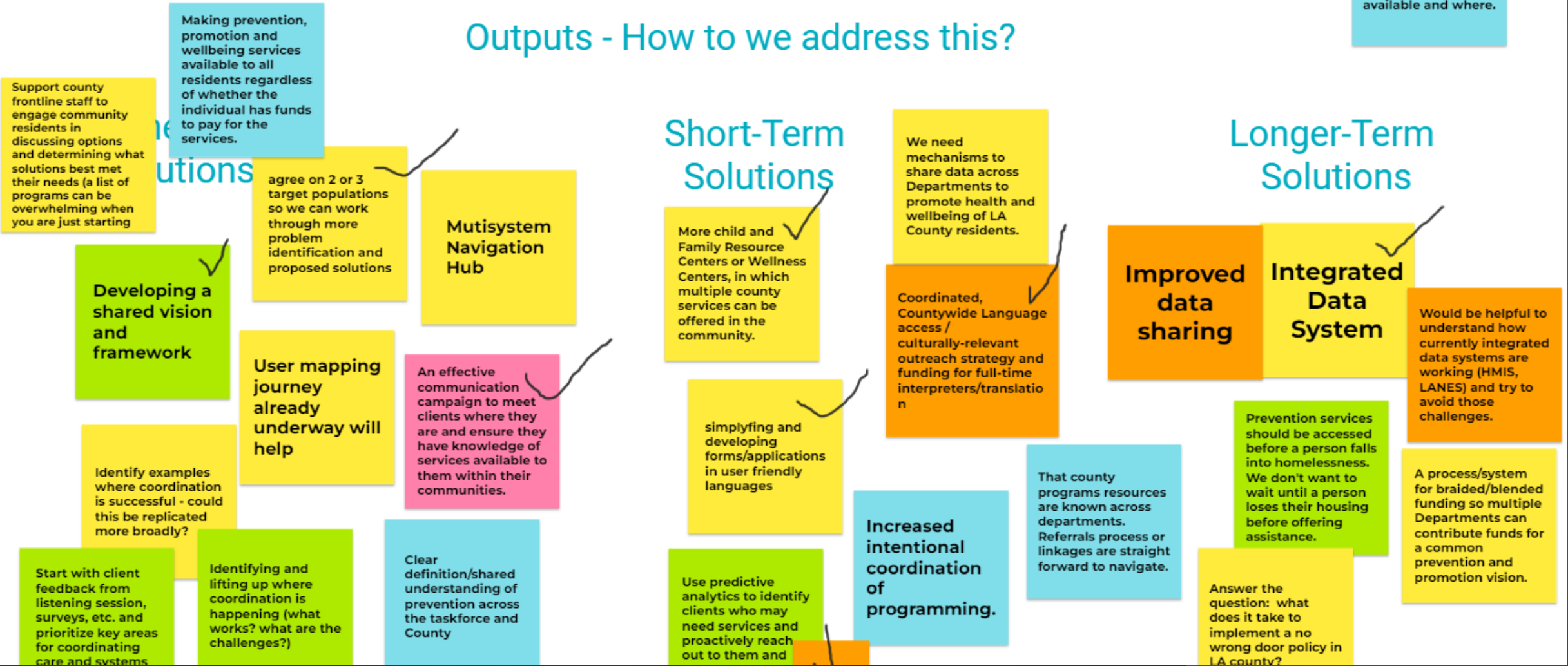


What Do We Want Instead? -

Our clients/residents have access to coordinated care when they need/want it.

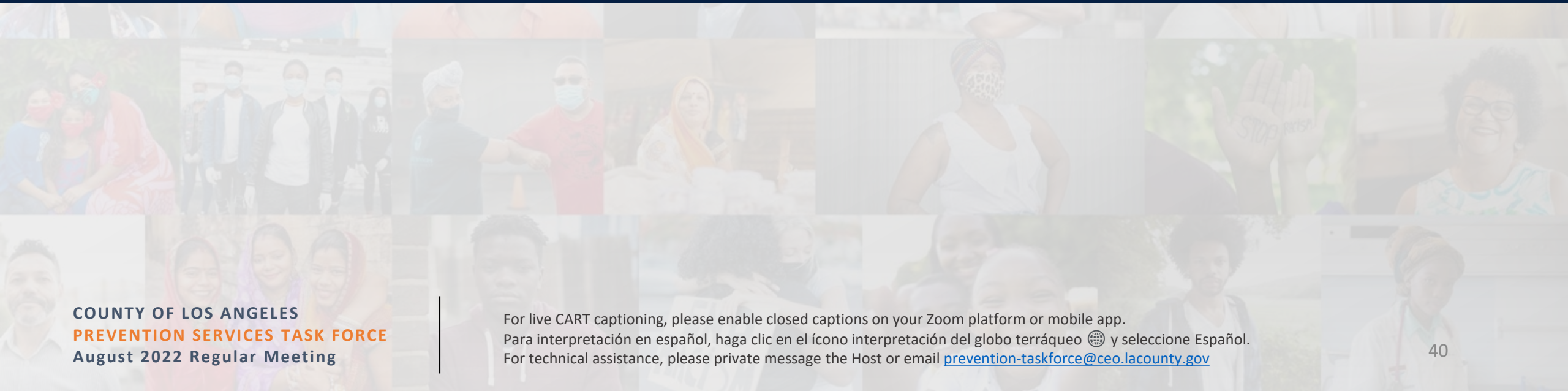
Ensuring access to services, including access to information about what services are available and where.

Outputs - How to we address this?



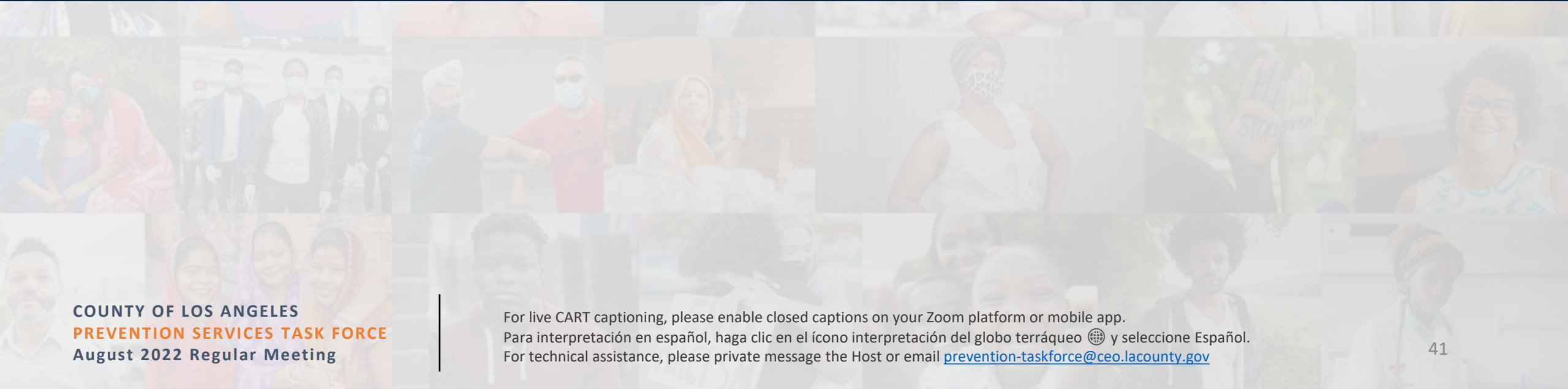


ADDITIONAL COORDINATED ACTIVITIES





DISCUSSION/NEXT STEPS



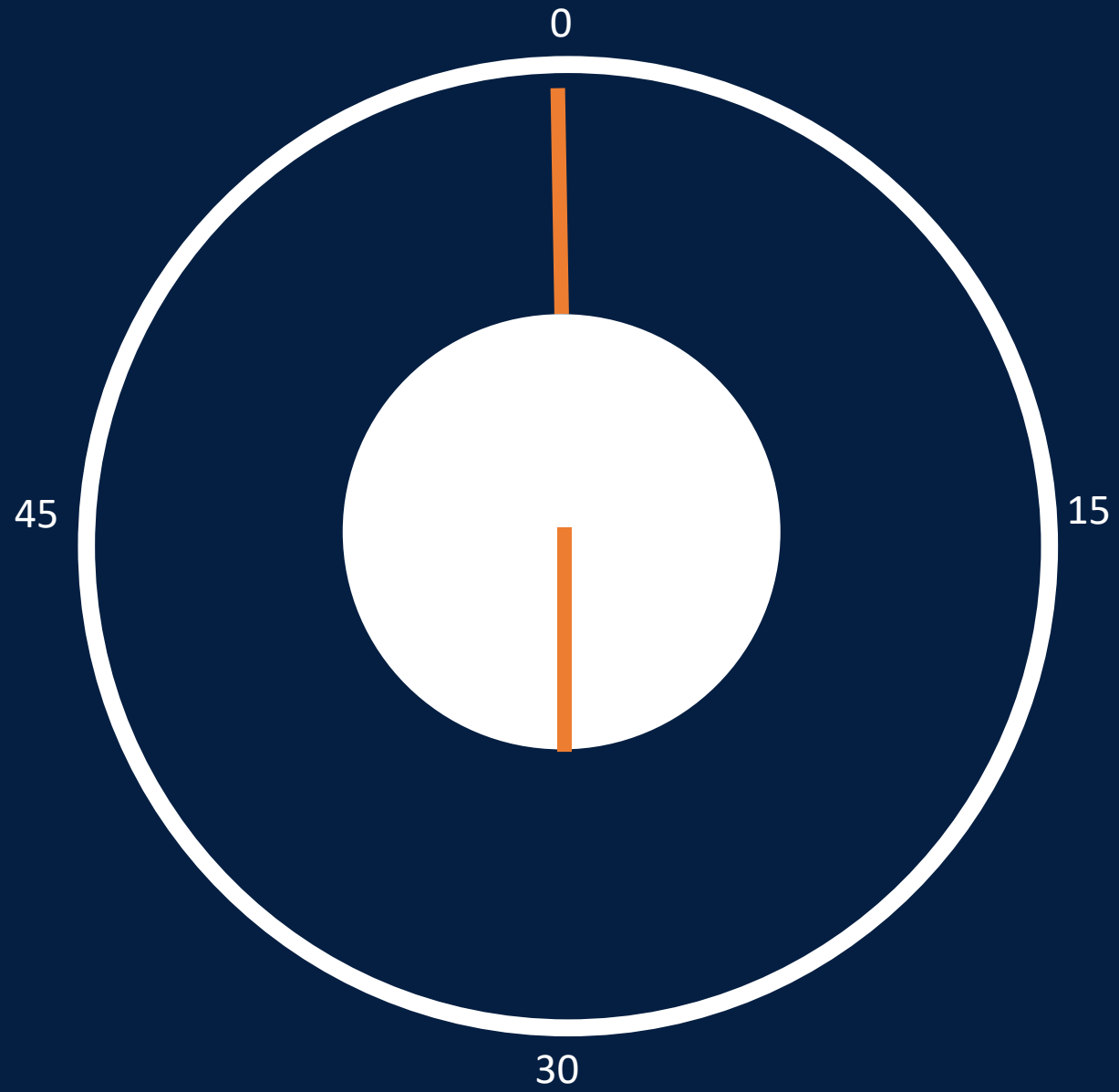
ITEM 11

Public Comment

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Each speaker is allowed up to 90 seconds.





ITEM 12

ADJOURNMENT

