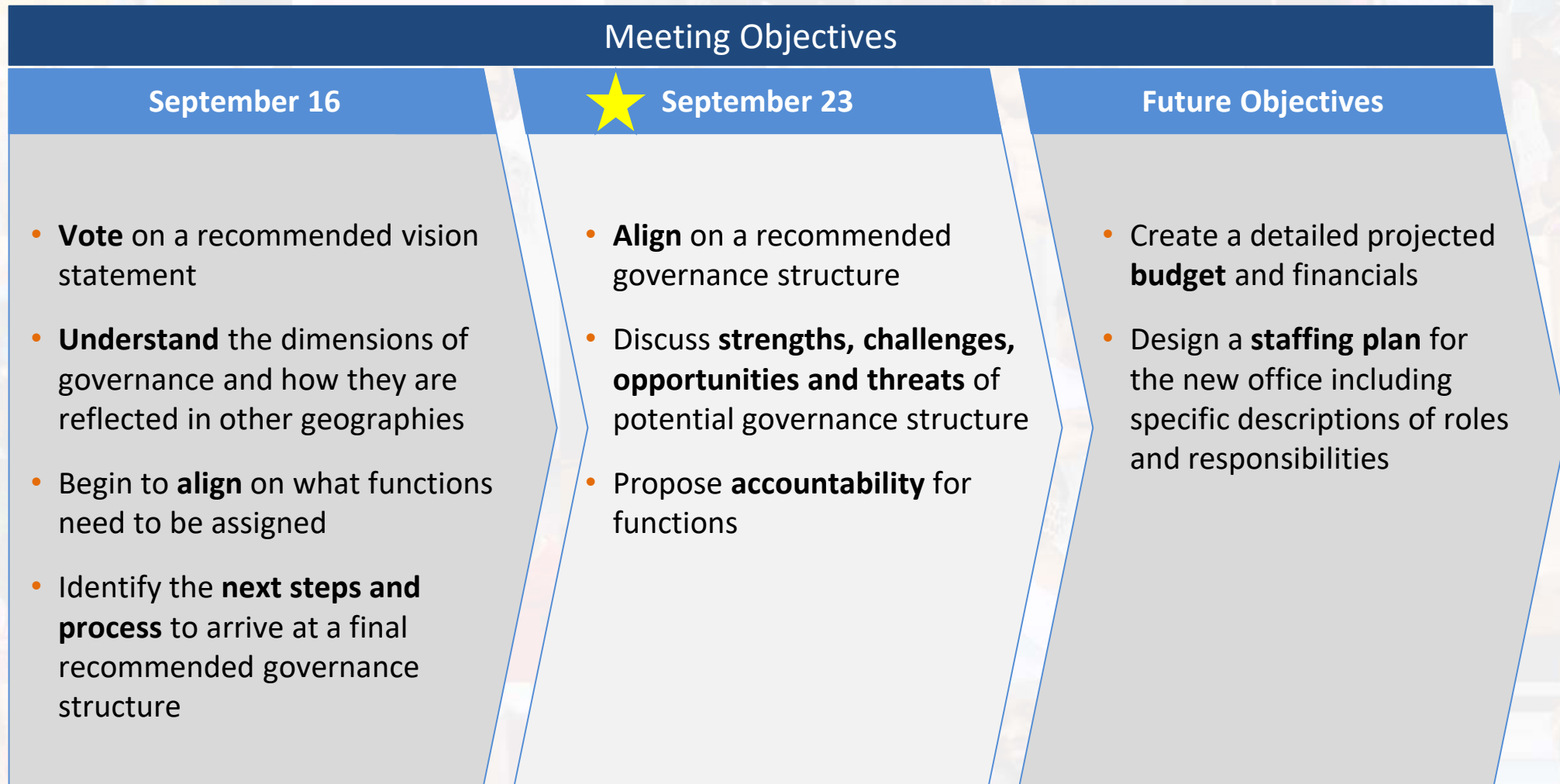# I. OPENING AND ADMINISTRATIVE MATTERS

1. Instructional information, disclosures, land acknowledgment

2. Welcome and Call to Order

3. Roll Call

4. Public comment for specific agenda items

5. Overview of Task Force and subject area updates

II. PRESENTATIONS AND DISCUSSION

Agenda

➢ Share lessons learned from various prior efforts (~30 min)

➢ Share and discuss priorities from C&I Table (~10 min)

➢ Refresh ourselves on last week's discussion (~10 min)

➢ Review potential structure for consideration, including SCOT analysis, function ownership, and org charts (~20 min)

➢ Discuss on potential structure and general alignment on mapping function ownership (~30 min)

The primary goal for today is to align on a governance model for LA County

Meeting Objectives

September 16	★ September 23	Future Objectives
• **Vote** on a recommended vision statement • **Understand** the dimensions of governance and how they are reflected in other geographies • Begin to **align** on what functions need to be assigned • Identify the **next steps and process** to arrive at a final recommended governance structure	• **Align** on a recommended governance structure • Discuss **strengths, challenges, opportunities and threats** of potential governance structure • Propose **accountability** for functions	• Create a detailed projected **budget** and financials • Design a **staffing plan** for the new office including specific descriptions of roles and responsibilities

Keys to success in interagency collaboration based on prior coordinating initiatives in LA County

Sources: 1:1 interviews with Task Force/table members, Coordination & Framework table discussions, secondary research

	✅ Best Practices	❌ Challenges from Prior Efforts
Function Group #1 — **Coordination and programming**	• Alignment on the vision and goals (e.g., holistic prevention lens) • Clarity on activities/communication to involved departments • Subcommittees or teams to coordinate across agencies • Flexibility in adapting governance based on stakeholder input • Outline clear long-term priority areas for programming	• Programming agendas created in silos or by individual departments, rather than with a Countywide/cross-domain lens • Disempowerment of departments/agencies (reporting, ability to advocate for needs) • *[Tradeoff with prior point]* Insufficient accountability / power / functional responsibility given to coordinating body / leader
Function Group #2 — **Budgeting, funding, and contracting**	• Clear and achievable funding objective • Joint ownership of funding with the community to avoid the perception that an initiative/program is a fundraising arm • Economic incentives for agencies	• Lacking visibility into funding across agencies • Lack of funding autonomy for individual offices / departments • Ignoring effects of statutory requirements and regulatory limitations
Function Group #3 — **Staffing and delivery**	• Community nonprofit contribution to service delivery • Specific scope for service offerings • Expertise and experience with anti-racism, equity, and inclusion • Fostering cross-agency relationships is essential but not sufficient • Coordination with local officials for delivery solutions	• Service delivery controlled exclusively by one body • Disregarding unique coordination / communication needs for each service delivery worker group • Lack of services tailored to residents' needs • User navigation barriers hindering service access
Function Group #4 — **Community partnerships and co-creation**	• Dedicated organization for community input and NGO partnership, including dedicated funding for those involved in program development • Community relationships with agency leadership • Shared vision to draw support and excitement • Understanding how to incorporate existing community initiatives	• Excluding community partners from design/ implementation efforts • Lack of "phased transitions" in governance models to familiarize the departments and community with change • Limited connections among community stakeholders themselves • Ad hoc approach to community partnerships
Function Group #5 — **Data and IT**	• Dedicated system for data coordination • Developing agreed-upon measures of success that are data-driven • Using data to create resource guides and informational materials for stakeholders • Identifying gaps in data sharing / monitoring that would be helpful	• Lack of metrics that indicate progress • Lack of data sharing across agencies • Relying on publicly available agency / department data

? **What else would you add from your experience with other coordination initiatives?**

The C&I Table's preliminary feedback for functions that could be aligned and resourced across appropriate entities to address existing barriers:
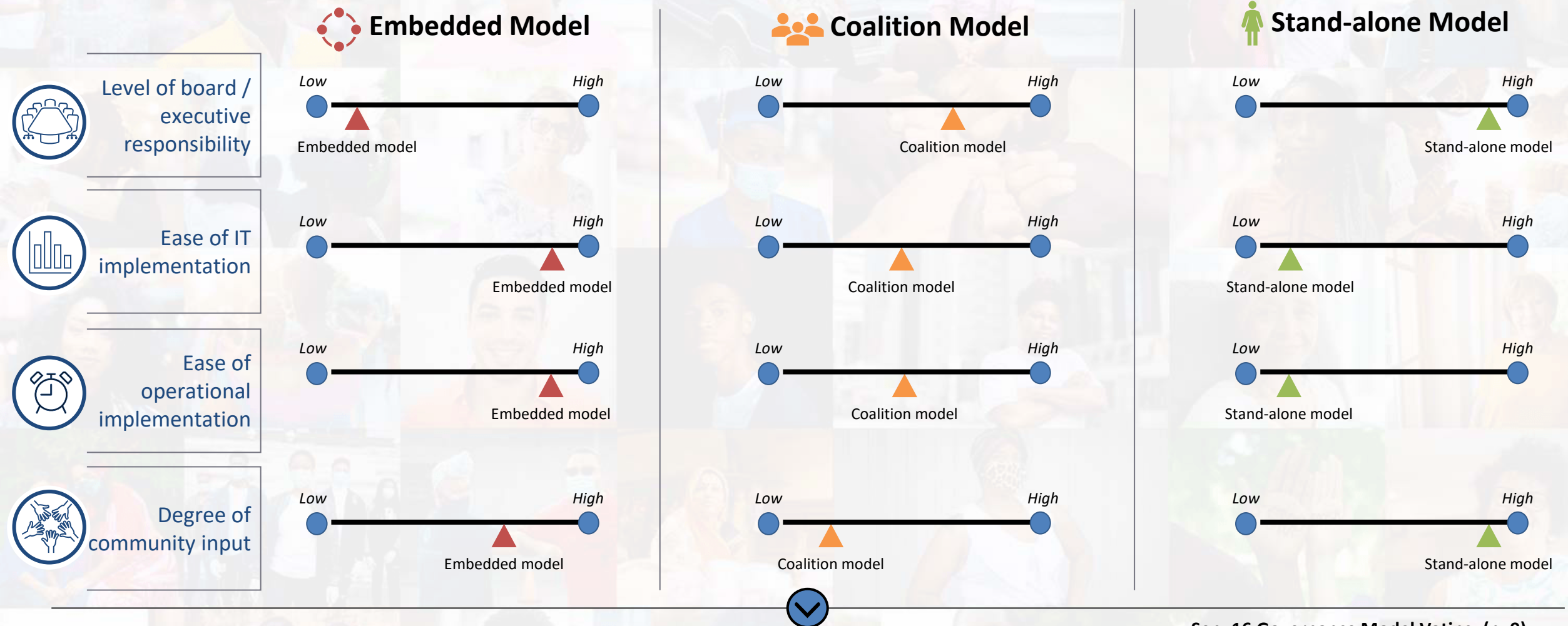*(Note: These are not yet official recommendations, but reflect ongoing discussions)*

The C&I Table has discussed multiple functions to be aligned, resourced, and strengthened, including:	The Framework Table has identified the following essential functions that align with the C&I Table's feedback:
• Facilitating cross-system navigation	• Coordination, Collaboration & Communication
• Clarified authority and responsibility to coordinate and maximize **holistic prevention and promotion** funding sustainably	• Funding Acquisition and Management
• Data sharing and integration oversight, especially with regard to service delivery and prevention outcomes	• Data Tracking/Metrics
• Coordinated management to support community stakeholders and sustain county investments in supporting communities	• Co-Creating Solutions with Community
• Coordinated approach to policy advocacy for **prevention and promotion specifically** (e.g., federal/state/local)	• Policy and Agenda Setting
• Dedicated funding and staff time *within departments* to support multidepartment coordination, not only for the coordinating entity.	• Staffing for Coordination

As a refresher, here is an overview of the key dimensions for the 3 governance archetypes

	Embedded Model	Coalition Model	Stand-alone Model
Level of board / executive responsibility	Low ●——▲——————● High (Embedded model)	Low ●—————▲——● High (Coalition model)	Low ●——————▲—● High (Stand-alone model)
Ease of IT implementation	Low ●—————▲—● High (Embedded model)	Low ●——▲———————● High (Coalition model)	Low ●——▲———————● High (Stand-alone model)
Ease of operational implementation	Low ●—————▲—● High (Embedded model)	Low ●———▲——————● High (Coalition model)	Low ●——▲———————● High (Stand-alone model)
Degree of community input	Low ●————▲——● High (Embedded model)	Low ●——▲———————● High (Coalition model)	Low ●——————▲—● High (Stand-alone model)

- **No model is perfect** as there are inherent tradeoffs between certain dimensions
- Real-world models can **deviate** from these default dimensions. LA County can also prioritize aspects of the model to be more tailored to community needs
- let's consider **which elements of each governance model** would be most appropriate for LA County

Sep. 16 Governance Model Voting (n=9)

Embedded	22%
Coalition	33%
Stand-Alone	44%

Functions in the system that will be required to deliver prevention and promotion services

Function Group #1

Coordination, Collaboration & Communication
- Spearheading coordination efforts that span multiple agencies, reducing role confusion and duplication, braiding funding opportunities

Policy and Agenda Setting
- Advocacy and lobbying for key initiatives, including additional funding, and conducting federal, state, and local policy advocacy

Programming Decisions
- Owning program decisions in the relevant areas of opportunity (e.g., which programs to start, how to manage activities of existing programs)

Function Group #2

Budgeting
- Operating a strategic approach to identify and maximize funding sources that will support the activities articulated in the vision

Funding Acquisition & Management
- Applying for grants, tracking outcomes, reporting to grantmaking agencies, and coordinating braided and bended funding

Contracting
- Leading contract efforts with partner organizations (e.g., NGOs and service providers) in addition to contracts with vendors and other parties

Function Group #3

Staffing for Coordination
- Overseeing staffing allocation and HR support for prevention services staff who oversee coordination efforts

Service Delivery
- Providing direct services to the community through on-the-ground case workers and community-based service providers

Function Group #4

Co-Creating Solutions with Community
- Providing equitable support and compensation for community members who are co-creating policy and programming

Partnering with Community Organizations
- Establishing and managing partnerships with external community-based service providers who already provide holistic prevention services

Function Group #5

Data Tracking / Metrics
- Identifying and monitoring key metrics that track progress made towards the successful outcomes for both prevention and promotion services

IT Systems
- Standing up new IT systems and managing existing systems that share data across multiple agencies

The governance discussion should balance what is needed to deliver the vision while also recognizing the unique dynamics of LA

The table developed an ambitious vision for prevention and promotion…

- Last week, the table approved an ambitious vision that reimagines what coordinated & comprehensive prevention and promotion could be in LA County

…and this vision should guide the governance structure…

- Feedback from the C&I table, the straw poll and last week's discussion suggests that the table may want to envision a similarly aspirational governance structure to deliver on this mission

…but there is a shared recognition that LA County dynamics could impact success

- However, the group has also recognized that there has been varied success of prior coordinating efforts, in part from the size and dynamics of LA

*"LA County delivers an **equitable, community-driven, and holistic** prevention and promotion model to enable a safer, stronger, thriving, and more connected community.*
*-**Equitable:** addressing root causes that lead to inequitable life outcomes*
*-**Community-driven:** sharing decision-making and co-creating solutions in partnership with community members, with particular emphasis on lived expertise and marginalized communities*
*-**Holistic:** breaking down silos to provide a continuum of support and ensure everyone thrives across every stage of life"*

What we will do today

1 ▶ Based on the feedback from the C&I table and the initial straw poll, review what a "superagency" structure could look like, including functional alignment
- This is not a recommendation, but rather for illustrative purposes
- It is intended to be provocative and meant to be a jumping off point for this group's discussion

2 ▶ After reviewing the full context, we will open up a table discussion and welcome reflections on what makes the most sense for LA County

3 ▶ Finally, this group will align on the key characteristics and functions that could be feasible in a coordinated & comprehensive prevention and promotion model in LA
- This plus the SCOT will be used to provide feedback to the larger Task Force

Based on feedback from tables, we developed a concept for a superagency functional alignment which is **for discussion purposes only.** This is not the proposed model.

Ownership of Functions

Function	CEO	OPPS	Depts.
Coordination, Collaboration, and Communication		P	
Policy and Agenda Setting		P	S
Programming Decisions		P	S
Budgeting	P	S	
Funding Acquisition and Management		P	
Contracting		P	S
Staffing for Coordination		P	
Coordinating Community-Based Service Delivery			P
Co-Creating Solutions with Community		P	S
Partnering with Community Organizations			P
Data Tracking/Metrics		P	
IT Systems		P	

P Primary Responsibility **S** Secondary Responsibility

Opportunity to co-create solutions with community at multiple levels

- **Community Review Panels** or some other formal body could provide recommendations and public accountability to the OPPS
- **Departments** who deliver services remain close to populations of focus, ensuring consistent feedback loops

1. Board of Supervisors reports to electorate alongside Grand Jury, Sheriff, District Attorney, and Assessor; Source: LA County government website; DCFS; OCP; 2-1-1

A potential "superagency" would have enhanced power and authority to effectively manage collaboration, but poses significant time, cost, and political barriers to implementation, leading to slower change than other models.

Strengths	Challenges
An agency with enforcement and compliance authority: within this model, OPPS has the power to enforce collaboration, with full reporting and budgeting authority over all county service providers **Community-based service delivery:** since OPPS has oversight of direct service providers, it can collect and evaluate input and data from service recipients holistically **Holistic services:** people can enter "through any door" and receive services tailored to their needs across multiple domains	**Time to implement:** establishing a standalone model would likely take multiple years, including coordinating the operations of 37 agencies plus community service providers, and IT infrastructure **Cost to implement:** funding would need to be identified to support change management efforts over multiple years **Increased bureaucracy:** with more centralized decision making, the new agency may be sluggish to adapt to emerging community needs
Opportunities	**Threats**
A reimagining from prior practices: a bold shift can signal that real changes are being made, increasing community buy-in **LA can be a leader:** by showing proof of concept for a model that's never been implemented at this size and scope, LA's leadership can enhance prevention and promotion efforts nationwide **Radical collaboration:** a new incentive structure can facilitate inter-department cooperation not possible under the current model **Coordinated strategy to address racial disproportionality**	**Political challenges to adoption:** consolidated accountability and power may pose a challenge; new "crises" would shift focus **High stakes of failure:** if the new model doesn't "take," it could take years to undo damage in the community and with agency morale **Disruption of current successful solutions:** during the integration of initiatives such as AHI, service quality may be temporarily degraded **Missed opportunity:** it may be possible to achieve goals in another model that is less costly and less time-intensive to set up

Based on feedback from tables, we developed a potential organizational chart for a superagency which is **for discussion purposes only.** This is not the proposed model.

Organizational Chart

- Board of Supervisors[1]
- Executive Office of the Board of Supervisors
- Office of the CEO
- Office of Prevention and Promotion Services

Community
- Community Review Panels
- Feedback loops and data collection

- 27 add'l dept's
- DPSS
- LACOE
- CSSD
- DCFS
- Public Health
- Mental Health
- Health Services
- County Counsel
- P&A Networks

Legend:
- Government entity
- NGO
- Prevention services
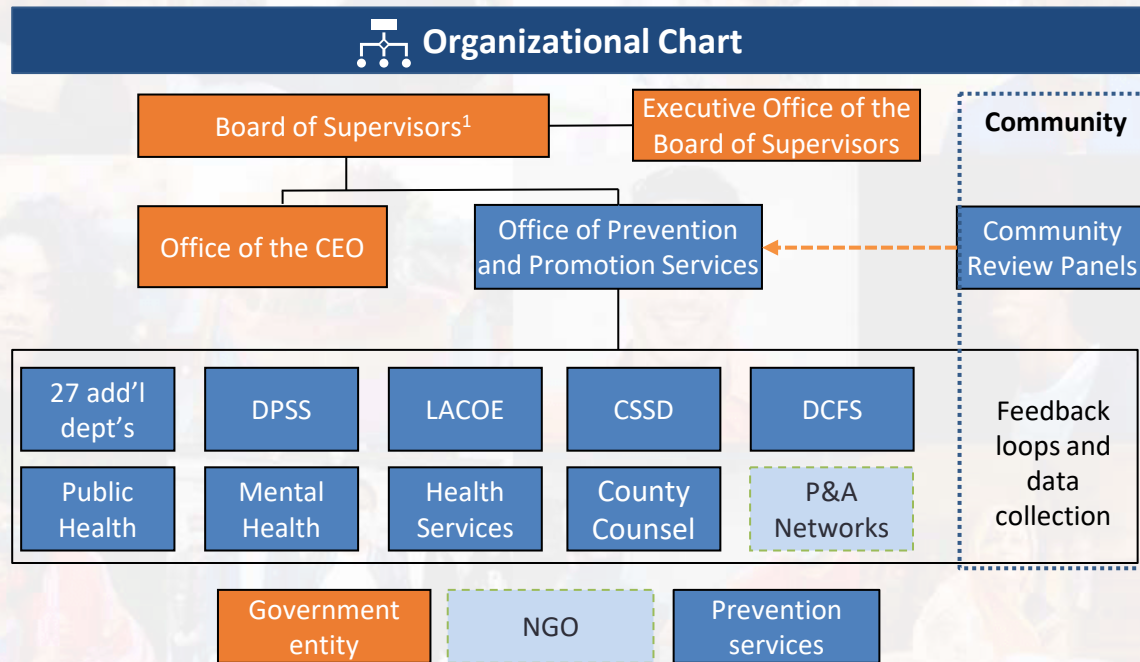
Accountability

- OPPS reports directly to the board of supervisors and has primary responsibility for the vast majority of functions
- CEO allocates budget to OPPS, which then allocates budget towards domains. OPPS would also act as the conduit for all grants.
- Current coordinating bodies such as OHI and OCP would be merged into OPPS
- 35 departments' prevention & promotion services would now report to OPPS – their primary function is service delivery and community partnership

DISCUSSION ON ALIGNMENT OF FUNCTIONS

? Are there any other strengths, challenges, opportunities, or threats that you would add?

? What organizational placement for a coordinating entity makes the most sense for LA County?

? Which entities should hold primary and secondary ownership of coordinating functions?

There is currently no single coordinating entity holding all of these functions under one prevention and promotion umbrella. Some of the functions listed below may or may not exist in a coordinated fashion, depending on the department, initiative, or function itself.

DISCUSSION: For LA County, would it make sense to align the following functions across the entities below?

Ownership of Functions			
Function	CEO	OPPS	Depts.
Coordination, Collaboration, and Communication		P	S
Policy and Agenda Setting		P	S
Programming Decisions			P
Budgeting	P	S	
Funding Acquisition and Management		P	
Contracting		P	S
Staffing for Coordination		P	S
Coordinating Community-Based Service Delivery			P
Co-Creating Solutions with Community		P	S
Partnering with Community Organizations			P
Data Tracking/Metrics	P	S	
IT Systems	P	S	

P Primary Responsibility   S Secondary Responsibility

Opportunity to co-create solutions with community at multiple levels

- **Community Review Panels** or some other formal body could provide recommendations and public accountability to the OPPS
- **Departments** who deliver services remain close to populations of focus, ensuring consistent feedback loops

7. General Public Comment

8. Adjournment

Functions in the system that will be required to deliver prevention and promotion services

Function Group #1

Coordination, Collaboration & Communication	Spearheading coordination efforts that span multiple agencies, reducing role confusion and duplication, braiding funding opportunities
Policy and Agenda Setting	Advocacy and lobbying for key initiatives, including additional funding, and conducting federal, state, and local policy advocacy
Programming Decisions	Owning program decisions in the relevant areas of opportunity (e.g., which programs to start, how to manage activities of existing programs)

Function Group #2

Budgeting	Operating a strategic approach to identify and maximize funding sources that will support the activities articulated in the vision
Funding Acquisition & Management	Applying for grants, tracking outcomes, reporting to grantmaking agencies, and coordinating braided and bended funding
Contracting	Leading contract efforts with partner organizations (e.g., NGOs and service providers) in addition to contracts with vendors and other parties

Function Group #3

| Staffing for Coordination | Overseeing staffing allocation and HR support for prevention services staff who oversee coordination efforts |
| Service Delivery | Providing direct services to the community through on-the-ground case workers and community-based service providers |

Function Group #4

| Co-Creating Solutions with Community | Providing equitable support and compensation for community members who are co-creating policy and programming |
| Partnering with Community Organizations | Establishing and managing partnerships with external community-based service providers who already provide holistic prevention services |

Function Group #5

| Data Tracking / Metrics | Identifying and monitoring key metrics that track progress made towards the successful outcomes for both prevention and promotion services |
| IT Systems | Standing up new IT systems and managing existing systems that share data across multiple agencies |

Function Group #1: Accountability for (1) Coordination, Collaboration, & Communication, (2) Policy and Agenda Setting, and (3) Programming Decisions

	Coordination, Collaboration & Communication	**Policy and Agenda Setting**	**Programming Decisions**
Description	Spearheading coordination efforts that span multiple agencies, reducing role confusion and duplication, braiding funding opportunities	Advocacy and lobbying for key initiatives, including additional funding	Owning program decisions in the relevant areas of opportunity (e.g., which programs to start, how to manage activities of existing programs)
Benchmarks	**San Diego:** Office of Strategy and Innovation (OSI) coordinates prevention across all departments but sits within HHS **Washington:** Nearly all prevention services moved to DCYF during the establishment of the standalone model	**San Diego:** Office of Strategy and Innovation establishes broader prevention goals and metrics **Washington:** Dept. of Children, Youth and Families controls all prevention agendas, with a focus on child services	**San Diego:** Any department can initiate programming and will collaborate with OSI and Live Well San Diego **Washington:** A single leader in DCYF leads the key decisions and initiatives

Accountability

Who should be accountable for the above activities?
- ❑ CEO's office
- ❑ The County Board
- ❑ The new Office of Prevention Services
- ❑ Employees in the existing agencies
- ❑ Community service providers/NGOs

Coalition Stand-alone

Function Group #2: Accountability for (1) Budgeting, (2) Funding Acquisition & Management, and (3) Contracting

Budgeting

Description: Owning and operating a budget to fund the activities articulated in the vision

Benchmarks:
- **San Diego:** Either departments or OSI manages budget, depending on the funding source used
- **Washington:** Director of DCYF manages the $2B budget, which streamlines prevention implementation

Funding Acquisition & Management

Description: Applying for grants, tracking outcomes, and reporting to grantmaking agencies

Benchmarks:
- **San Diego:** Funding may come from OSI or departments, depending on the program
- **Washington:** Some legal funding decisions go through the Office of Financial Management or State Legislature, but DCYF has majority control

Contracting

Description: Leading contracting efforts with partner organizations (e.g., NGOs and service providers) in addition to contracts with vendors and other parties

Benchmarks:
- **San Diego:** Office of Strategy and Innovation or individual Departments may oversee contracts based on the project
- **Washington:** DCYF facilitates all contracting

Accountability

Who should be accountable for the above activities?
- ❑ CEO's office
- ❑ The County Board
- ❑ The new Office of Prevention Services
- ❑ Employees in the existing agencies
- ❑ Community service providers/NGOs

Coalition   Stand-alone

Function Group #3: Accountability for (1) Staffing for Coordination and (2) Service Delivery

Staffing for Coordination	**Service Delivery**

Description

Overseeing the HR-needs of the additional FTEs who will be required to coordinate prevention services activities

Providing direct services to the community through on-the-ground case workers and others

Benchmarks

San Diego: Departments, Office of Strategy and Innovation, and NGOs may oversee staffing based on the project

Washington: The staff involved in coordination work in DCYF and are in charge of staffing activities

San Diego: NGOs have a significant role in delivery; OSI involves NGOs in specific communities of interest

Washington: Both Dept. of Children, Youth and Families and NGOs are involved in service delivery

Accountability

Who should be accountable for the above activities?
- ❑ CEO's office
- ❑ The County Board
- ❑ The new Office of Prevention Services
- ❑ Employees in the existing agencies
- ❑ Community service providers/NGOs

Coalition Stand-alone

Function Group #4: Accountability for (1) Co-Creating Solutions with Community and (2) Partnering with Community Organizations

	Co-Creating Solutions with Community	Partnering with Community Organizations
Description	Collaborating and co-creating with community residents to ensure equitable decision making and better tailor programs to their unique needs	Establishing and managing partnerships with external community-based service providers who facilitate the prevention services programs
Benchmarks	**San Diego:** Live Well San Diego (coalition of 500+ community partners) works with OSI's Live Well San Diego Support Team to provide input **Washington:** DCYF's Community Engagement Team facilitates advisory groups that inform DCYF decisions.	**San Diego:** San Diego has a uniquely high degree of community partnership due to its culture of collaboration and the existence of Live Well San Diego **Washington:** DCYF partners with Washington's NGOs for implementation
Accountability		

Who should be accountable for the above activities?
- ❏ CEO's office
- ❏ The County Board
- ❏ The new Office of Prevention Services
- ❏ Employees in the existing agencies
- ❏ Community service providers/NGOs

Coalition   Stand-alone

COUNTY OF LOS ANGELES CEO · ANTI-RACISM, DIVERSITY & INCLUSION

Function Group #5: Accountability for (1) IT Systems and (2) Data Tracking / Metrics

IT systems	Data Tracking / Metrics
Description	
Standing up new IT systems and managing existing systems that share data across multiple agencies	Identifying and monitoring key metrics that track progress made towards the successful outcomes for both prevention and promotion services
Benchmarks	
San Diego: OSI gathers data from various county departments and NGOs	**San Diego:** OSI uses metrics to track progress of individual prevention initiatives
Washington: Washington has an IT coalition used that is used in-part to support prevention initiatives in DCYF	**Washington:** Data sharing occurs among 30-40 offices / agencies and focuses on health data

Accountability

Who should be accountable for the above activities?
- ❑ CEO's office
- ❑ The County Board
- ❑ The new Office of Prevention Services
- ❑ Employees in the existing agencies
- ❑ Community service providers/NGOs

Coalition · Stand-alone