



Chief Executive Office  
COUNTY OF LOS ANGELES

# Framework Table Meeting

Prevention Services Task Force

**October 14, 2022**





# 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

July

August

September

October

Phase II?

**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)

**FUNDING STREAMS ANALYSIS**

Collection and analysis of program budget data

Consult with County budget and funding experts, including CEO, departmental, and initiative staff

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, FRAMEWORK, 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 coordinating functions needing to be appropriately aligned across relevant entities

Align coordinating functions to establish governance structure across relevant entities

**GUIDING PREVENTION METRICS**

Identify North Star Life Course Outcomes (LCOs)

Identify Contributing Outcomes and Ecological/Institutional Factors

Elevate disproportionality considerations when utilizing and implementing prevention metrics

Finalize and Adopt guiding prevention metrics

**PROBLEM ANALYSIS: OPERATIONAL BARRIERS AND OPPORTUNITIES TO ADDRESS THEM**

Identify overarching buckets operational barriers hindering coordinated service delivery in prevention and promotion

Brainstorm and discuss solutions to address barriers, utilizing community defined expertise and best practices from existing County initiatives

Provide preliminary recommendations to address operational barriers, including governance structure considerations and pilot programs

Deliver report to Board with recommendations to coordinate and effectuate a comprehensive community-based prevention services delivery system

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

Ongoing: Resolve and operationalize governance structure functional alignment, including accountability concerns

Ongoing: Data Analytics and Targeted Policies to Address Racial Disproportionality, more detailed focus on LCOs and prevention metrics

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

**Task Force level**  
(launched 3/3)

From March to June, focused on background information gathering, table setting, definitions for prevention and promotion, official charter, assembly of table rosters, community engagement, and development of project plans for intermediate deliverables

**Framework Table**  
(launched 8/5)

**Disproportionality Table**  
(launched 7/22)

**Coordination Table**  
(launched 6/16)

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# SECOND PHASE OF THIS WORK

While the tables have accomplished a lot over just the last few months, we have identified additional areas that could be further built out in the second Phase of this work (not all of this would necessarily be conducted by the TF/tables):

- Gathering additional community-defined evidence and feedback, especially as the County looks to operationalize and implement recommendations
- Bringing in department director accountability and involvement to ensure success of implementation and collective buy-in
- Determining decision making structure and authority to align and assign coordinating functions across the most appropriate entities, to establish a governance structure that makes the most sense for LA County
- Securing additional resources and dedicated staff time ***within departments*** so they can effectively implement multi-departmental coordination activities
- Deeper dive on disproportionality and intentional utilization/implementation of the guiding prevention metrics
- Elevating and partnering with existing County CIO data systems integration efforts
- Continuation and deeper dive on user journey mapping



# II. PRESENTATIONS & DISCUSSION







# ITEM 6

Overview and brief discussion on further development of Coordinating Functions relating to:

- a. Co-Creating Solutions with Community and
- b. Partnering with Community Organizations,

including upcoming ad hoc working session with select members of the Framework and Coordination tables; consideration of necessary actions.

# FROM OUR PRIOR DISCUSSIONS

## TF Community Engagement Principles

- “**Invite In**, by identifying relevant stakeholders and making it easy for them to engage.

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...

...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.”

## Adopted Guiding Principles (Ftable)

- “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.”
- “Use data and **community-defined evidence** to effectively assess and communicate equity needs and support timeline assessment of progress.”



# FROM OUR PRIOR DISCUSSIONS

## Operational Barriers to coordinated service delivery (Ctable)

- **User navigation barriers** hindering folks from accessing the array of services available to them
- **Lack of services tailored to client needs** (e.g., language access barriers, culturally appropriate and community-specific services)
- **Community distrust/hesitancy engaging with government systems** (e.g., due to historical and ongoing marginalization and negative lived experiences)
- **Ad hoc approach to community partnerships**, which hinders meaningful relationships, shared decision making, and co-creation of effective solutions

# FROM OUR PRIOR DISCUSSIONS

## Vision Statement (Ftable)

- “**Community-driven:** sharing decision-making and co-creating solutions in partnership with community members, with particular emphasis on lived expertise and marginalized communities.”

## Countywide Model for Prevention and Prevention (Ftable)

- “**Equitable Decision-Making & Community Agency:** Policies and practices to ensure community voices (especially those with lived expertise) inform and shape how we deliver support and resources, especially to historically marginalized communities.”



# CARRYING THIS FORWARD

Function Group #1	Coordination, Collaboration & Communication
	Policy and Agenda Setting
	Programming Decisions
Function Group #2	Budgeting
	Funding Acquisition & Management
	Contracting
	Legal
Function Group #3	Staffing for Coordination
	Service Delivery
Function Group #4	Co-Creating Solutions with Community
	Partnering with Community Organizations
Function Group #5	Data Tracking / Metrics
	IT Systems

*In addition to community partnership and involvement in the alignment of ALL of these functions, there is an opportunity for the Task Force to flesh out and define the parameters for these circled functions and receive endorsement by the Board.*

# JOINT WORKING GROUP MEETING

- **What?** Joint meeting between volunteer Framework and Coordination table members, structured as an ad hoc meeting in compliance with the Brown Act
- **When?** Wednesday, 10/26 from 2:30pm to 4pm
- **Goals:**
  - Further develop the (most) community-centric coordinating functions
  - Create preliminary recommendations for the following short-term opportunities identified by the Coordination table and ensure they are aligned with our vision/framework for prevention & promotion and existing County efforts

Countywide approach with dedicated funding to incorporate and compensate Community Members with Lived Expertise involved in policy and program development	Countywide approach with dedicated staffing for language access, including translation and interpretation and culturally appropriate communication/outreach	Countywide approach to partner with community-based service providers (who are already providing holistic prevention and promotion services)
<ul style="list-style-type: none"> <li>• Streamlined and <i>minimum</i> standard practices for compensation/stipends, recruitment/pipeline, support and onboarding</li> <li>• Dedicated funding and staff support</li> <li>• Practices for <b>community-defined evidence</b></li> <li>• Re-affirming guiding principles and potential power-sharing practices</li> </ul>	<ul style="list-style-type: none"> <li>• Streamlined practices for language access, including languages with elevated need AND targeted outreach strategies and practices</li> <li>• Dedicated funding and staff, including both translators and interpreters, but potentially culturally-relevant design, writing, outreach, and other media support</li> </ul>	<ul style="list-style-type: none"> <li>• Practices to include service providers in policy &amp; program development for prevention/promotion</li> <li>• Coordination of service delivery &amp; accessible inventory of services and programs</li> <li>• Potential data integration opportunities; pipeline for multisystem navigators and other County prevention staff</li> </ul>

**SAMPLE considerations for further development**

**NOTE: Given the timeline for the Board report, each of these three opportunities will require ongoing development over future months in partnership with community stakeholders. Our aim is to submit preliminary recommendations this month to receive Board endorsement (and potential funding/staffing) for the Task Force to operationalize them in Phase II.**





# ITEM 6

Discussion and consideration of necessary actions to provide recommendations to advance the work of the Task Force and continue to align coordinating functions with the appropriate entities to ensure accountability and collaboration across departments and senior leadership.

# OUR WORK THUS FAR

## Framework Table

- Guiding Principles
- Vision Statement
- Countywide Model for Prevention and Promotion
- Identification of major coordinating functions that need to be aligned appropriately

## Other Tables/Task Force

- Guiding Prevention Metrics (Disproportionality Table)
- Operational Barriers and Emergent Opportunities (Coordination Table)
- Funding Streams Analysis
- Historical research on LA County context for prevention
- Benchmark research on other jurisdictions



Degree of centralization in the governance model will be determined by **which entities holds accountability for key functions**

Function Group #1	Coordination, Collaboration & Communication	<ul style="list-style-type: none"> <li>Spearheading coordination efforts that span multiple agencies, reducing role confusion and duplication, braiding funding opportunities</li> </ul>
	Policy and Agenda Setting	<ul style="list-style-type: none"> <li>Advocacy and lobbying for key initiatives, including additional funding, and conducting federal, state, and local policy advocacy</li> </ul>
	Programming Decisions	<ul style="list-style-type: none"> <li>Owning program decisions in the relevant areas of opportunity (e.g., which programs to start, how to manage activities of existing programs)</li> </ul>
Function Group #2	Budgeting	<ul style="list-style-type: none"> <li>Operating a strategic approach to identify and maximize funding sources that will support the activities articulated in the vision</li> </ul>
	Funding Acquisition & Management	<ul style="list-style-type: none"> <li>Applying for grants, tracking outcomes, reporting to grantmaking agencies, and coordinating braided and bended funding</li> </ul>
	Contracting	<ul style="list-style-type: none"> <li>Leading contract efforts with partner organizations (e.g., NGOs and service providers) in addition to contracts with vendors and other parties</li> </ul>
	Legal	<ul style="list-style-type: none"> <li>Advising all functions on legal and compliance matters (e.g., funding restrictions, data sharing agreements)</li> </ul>
Function Group #3	Staffing for Coordination	<ul style="list-style-type: none"> <li>Overseeing staffing allocation and HR support for prevention services staff who oversee coordination efforts</li> </ul>
	Service Delivery	<ul style="list-style-type: none"> <li>Providing direct services to the community through on-the-ground case workers and community-based service providers</li> </ul>
Function Group #4	Co-Creating Solutions with Community	<ul style="list-style-type: none"> <li>Providing equitable support and compensation for community members who are co-creating policy and programming</li> </ul>
	Partnering with Community Organizations	<ul style="list-style-type: none"> <li>Establishing and managing partnerships with external community-based service providers who already provide holistic prevention services</li> </ul>
Function Group #5	Data Tracking / Metrics	<ul style="list-style-type: none"> <li>Identifying and monitoring key metrics that track progress made towards the successful outcomes for both prevention and promotion services</li> </ul>
	IT Systems	<ul style="list-style-type: none"> <li>Standing up new IT systems and managing existing systems that share data across multiple agencies</li> </ul>

# THEMES FROM TF AND TABLE MEMBERS

## Departmental Head Buy-in and Accountability

- “We need to be engaging in this with department heads. If people get invited to be part of the solution they will step up.”
- “Active engagement and accountability coordination needs to be embedded in department director roles and responsibilities.”
  - “We have unclear roles and responsibilities in the County, unclear decision making authority, lack of support for departments, and getting the work done...”
- “One piece I think we really struggle in a lot in is accountability.”
- “I will get in the room with department heads and we may be able to provide the vision and commitment, but the work that goes behind actually making this happen is on the ground [and how we set up accountability].”

## Mapping out existing coordination channels and strengthening them

- “There are a lot of existing coalitions that are already working across departments. How can we map what we already have in place and figure out ways to leverage and build their capacities?”
- “Sometimes we move very quickly to restructuring and redesigning when we haven’t even given an opportunity to the existing infrastructure to respond.”
- “I fear that setting up a separate entity is just reinventing the wheel on what we’ve tried several times, and it’s not working. Setting up another [coordinating entity] is not the answer to this problem, and is in many ways taking the easy way out.”

## Providing adequate resources/staffing for coordination \*within\* departments

- “We have to give the appropriate staffing/funding \*within\* departments to collaborate, not just throw together department heads for this important process.”
- “It’s going to require an investment from our Board to help us build the capacity to do this.”
- “We struggle with meeting our core responsibilities [due to challenges like] staffing and funding, so when we talk about coordination that’s on top of that.”



# DISCUSSION

**What process should be put in place for decisions on aligning functions to ensure:**

- Department heads are involved with buy-in and accountability?
- This work is done in partnership with community, especially those from marginalized communities, with lived expertise, and who can benefit the most from prevention and promotion support and resources?
- We are drawing upon best practices and learnings from prior efforts in gathering departmental leadership?

# DISCUSSION

## Department head involvement, buy-in, and accountability:

### Who should be responsible for convening department heads? What are stakeholder roles?

- Potential options w/ various tradeoffs:
  - CEO
  - Consortium
  - Department co-leads
  - Consortium model
  - Existing initiatives (e.g., OCP, AHI)
  - Board offices

### Strategies to ensure accountability + prioritization?

- Alternating co-chairs?
- Dedicated staff/funding support?
- Tied to MAPP goals?
- Community partnership? (next section will also cover)
- ?

#### Discussion notes:

- **Systems of Care MOU** – intended to have dept head leadership at the table – perhaps not been utilized in LAC same way as Sacramento County (with co-chairs, judge, rotation)
  - Scope is children + families, so may need to broaden
    - Need clearer agenda for what SOC is doing for prevention/promotion
    - If it's for funding, it could do that, but if it's data will need to have CIO at the table
    - If it's beyond children and families, SOC needs to discuss, as charge from state centers child welfare, but there is potentially flexibility for Counties to do what they want
  - Already data sharing agreements – **draw on best practices other jurisdictions?**
  - SOC feels more DCFS/Probation led/facilitated (but this shouldn't just be one dept running this)
  - Likely underutilized, as discussed at Ctable meetings. How can we strengthen this?
  - Body is having similar discussions as here. There may be room to expand current systems of care (OCP, Aging, DEO, First5LA not there; community members, advocacy groups not there currently)
- Dept heads need to step up – Contreras, Ghaly have offered to step up and help lead. “Tell us what you need”
- Rotating chairs (AHI, SOC) currently use that
- Put clear timeline – not just 3 year initiative
  - Put clear intermediate timelines for which needs to happen first
  - What is priority in the list of functions to accomplish first (so there is a cascading effect, or so that even priorities happen first)
- Not just technical work on functions (let's organize widgets), but there's an adaptive piece under the water – a disruptive understanding of culture, “why are we organized in that way”, politics, alliances between certain department heads and not other, fights over fiscal information (people protecting budgets). If you don't adjust the disruptive, you're not going to get to transformation
- What needs to happen environmentally so folks say what need to be say in front
- What does it mean to setup another super group focusing on policies and practices versus people
- Defining the problem we want to solve
- Are we limiting ourselves with how community and stakeholder involvement may be there in the actual governance
- What does accountability actually look like in practice – what are the parameters, things put in place to actual ensure it
- Potentially two tracks
  - Internal
  - Partnership
- Community structure – for what happens if members are replaced (only recruited) for going along/agreeing with what is happening. How to ensure folks are able to stay on, versus getting kicked out when they disagree or reject the plans



# DISCUSSION

## Community Partnership and Involvement Throughout this Process

### How should we continue to incorporate community into this process for Phase 2?

- Dedicated funding/staffing for items detailed in Community Engagement Process, especially to provide feedback on and continually refine the initial Board deliverables:
  - Stipends for community member positions on tables/Task Force (and in this new interim body with department heads?)
  - Gathering community-defined evidence with priority populations (focus groups, user journey mapping, documented testimonial)
  - Community consultation and alignment (e.g., feedback sessions)
  - Inclusion, access, and communication
- What are the best approaches/strategies to incorporating community into this new process with the department heads to help align coordinating functions?
  - Acknowledging un-equal power dynamics, how can we get to co-creation?
- How can we further leverage additional County community stakeholder groups?

#### Discussion notes:

- shift framing of members being brought in for their expertise





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# Governance Function Survey Results

## October 13, 2022



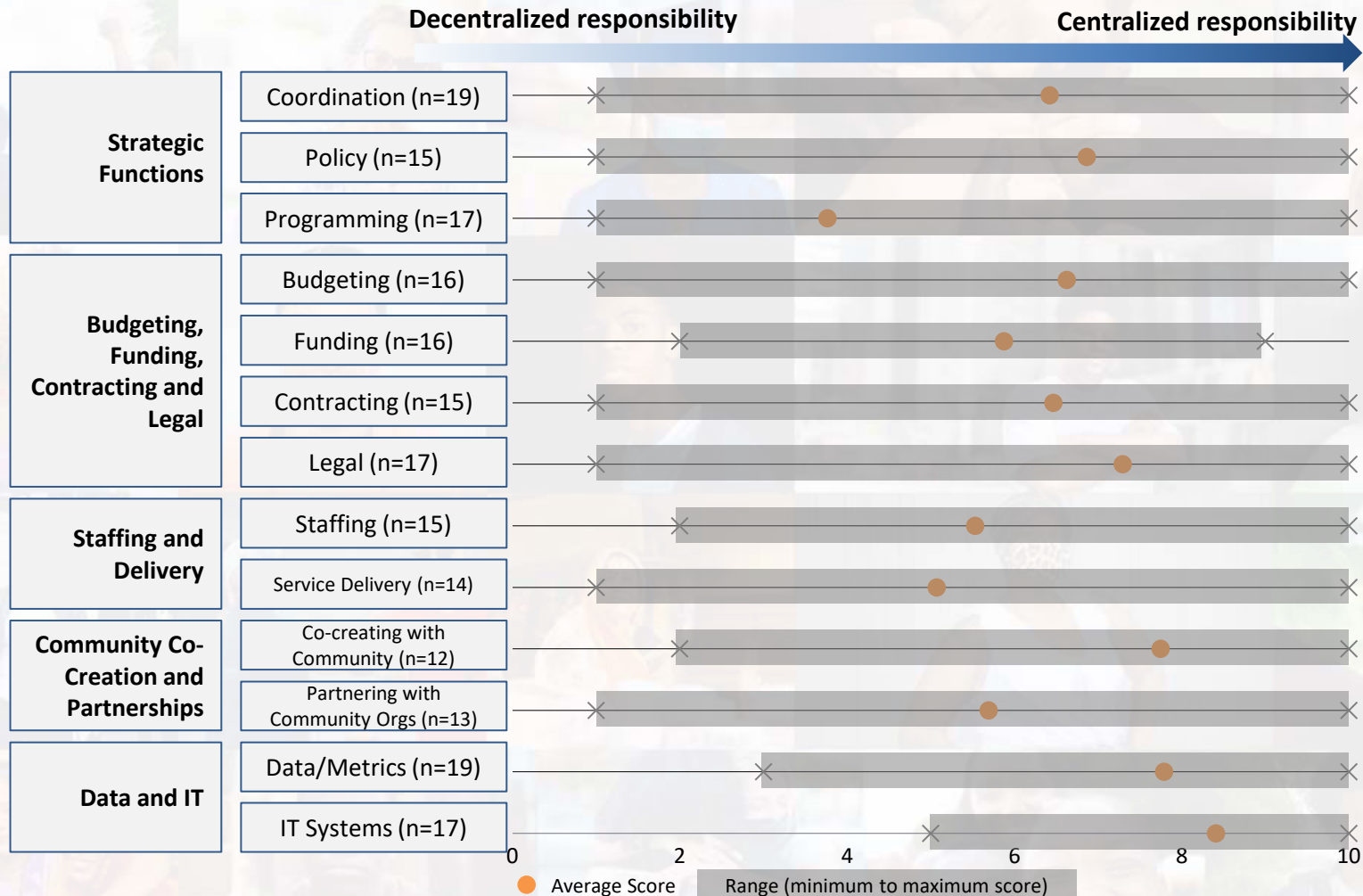
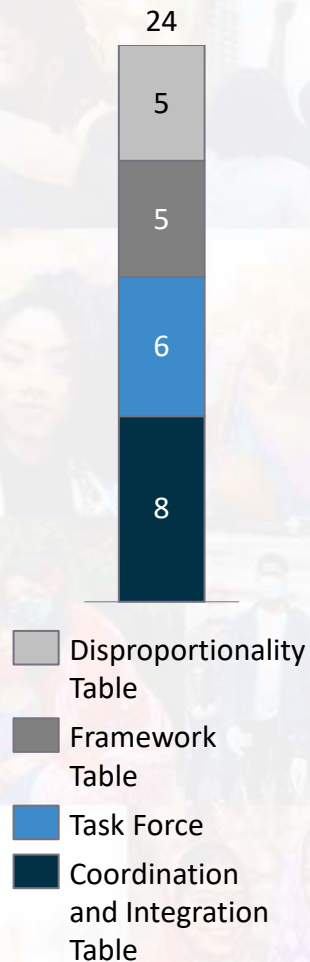


On average, survey respondents generally prefer at least some centralization across all functions, though there is a wide range of responses

Participant breakdown (n=20)<sup>1</sup>

To what degree should accountability for the function be centrally organized across agencies?

Key Insights



- ▶ Average responses (orange dots) are >5 across all functions except Programming Decisions, which suggests that there is broad interest in some centralization
- ▶ Most respondents favor centralized Data Tracking and IT systems
- ▶ There are wide response ranges which indicates a diversity of opinions for most of these functions

Response Themes

- ▶ **Centralization on paper may be simpler than reality;** culture change and a careful look at legal/regulatory requirements will be needed
- ▶ Top reasons for centralization were **ensuring community-led solutions**, and **reducing duplicate efforts**
- ▶ Top reasons for decentralization were **leveraging the expertise of those closest to the work** and **reduced bureaucracy**

1. The total participant breakdown is greater than the number of respondents due to cross-membership on multiple tables; numeric responses from one outlier were excluded due to data quality issues  
 Source: Governance Function Survey – October 2022 as of 10/12

# IV. PUBLIC COMMENT PERIOD AND CLOSING

## 9. General Public Comment

## 10. Adjournment