

PREVENTION SERVICES TASK FORCE

EXECUTIVE SUMMARY

On September 15, 2021, the County of Los Angeles (“County”) Board of Supervisors (“Board”) adopted a [motion](#) directing the Executive Director of Racial Equity to convene a Prevention Services Task Force (Task Force) composed of representatives across County departments, regional partners, community-based organizations, and community members with lived expertise. This body was charged with developing “recommended options for a governance structure designed to coordinate and effectuate a **comprehensive community-based prevention services delivery system**” for Los Angeles County, with the goal of delivering upstream supports and resources to increase well-being and thriving for adults, children, youth, and families.

The Task Force conducted its work and developed recommendations across four main directives:

1: Governance
Structure and
Coordinated
Service Delivery

2: Funding Streams
Analysis

3: Community-
Based Service
Delivery System

4: Prevention
Metrics and Data
Integration

To meet these directives, the Task Force formed three working tables – Framework, Coordination, and Disproportionality, respectively – and were supported by the County’s Anti-Racism, Diversity, & Inclusion (ARDI) Initiative team, consultants, and several other County staff and external experts.

Task Force stakeholders identified challenges with and opportunities to provide seamless, efficient, and comprehensive service delivery across the County’s multiple departments, including:

- **Structural barriers in existing systems** that prevent a collaborative culture where there is shared accountability and coordination where it can be most effective. These include, but are not limited to, bureaucratic hurdles, lack of dedicated staff time and funding for coordination, lack of integration, limited investments in prevention, and ad hoc efforts not supported at scale;
- Lack of capacity and infrastructure across systems to **share and integrate data**, as permissible under existing laws and regulations, to better serve clients;
- **User navigation barriers** that hinder folks from accessing the available array of services;
- **Racial disproportionality**, disparities, and inequities across various population subgroups rooted in the unequal distribution of resources needed for optimal well-being; and
- **Lack of certain tools and capabilities needed to improve coordination.** These include technological tools (e.g., improved budgeting platform, integrated data tools) and in-house staff resources (e.g., dedicated staff to analyze multi-departmental funding opportunities and plan for strategic funding sustainability).

Throughout this initiative, Task Force stakeholders have shared departmental findings and personal testimonials that reveal how the County and its communities possess assets that can be leveraged to reimagine the way the County delivers prevention and promotion services including:

- **Values and commitment:** Many departments agree the County must deepen investment in upstream prevention and promotion with the support of an anti-racist lens, increased community partnerships, and equitable decision making;
- **Collaborative action and strong working relationships within discrete service areas:** Existing efforts have significantly improved coordinated delivery for specific populations (e.g., justice impacted populations, homeless populations, individuals with mental health and substance use disorders, Black women of childbearing age and their families) through a variety of project-specific and relationship-oriented tools; and
- **Community expertise, enthusiasm, and interest:** LA County’s residents, community-based organizations, and philanthropic partners hold a wealth of knowledge, resources, and capabilities that the County can fully integrate into its efforts.

To achieve the shared goals of improving services for community members and promoting well-being in all communities, there is an urgent need for the County to organize around a common vision for prevention and promotion as well as a structure and set of values. The disparities and inequities community members experience further underscores the importance and need to advance a coordinated Countywide prevention and promotion delivery services system. Only a system grounded in equity – with a focus on acknowledging and addressing the impacts of racism and social conditions – can meaningfully connect adults, children, youth, and families to the positive supports necessary to sustain optimal life outcomes and achieve racial equity within our region.

Based on the Task Force’s research, analysis, and collaborative decision-making process over the past several months, a majority of members have voted to approve 14 recommendations listed below for Board consideration. Over the course of multiple meetings, members worked collaboratively to finalize the wording of each recommendation below, considering a diverse range of perspectives and expertise on the Task Force as well as potential tradeoffs, advantages, and disadvantages of each recommendation.

Directive 1: Governance Structure and Coordinated Service Delivery

#	Recommendation	Status
1a	Adopt the Countywide Vision for Prevention and Promotion as a draft; seek additional community input; and engage widely with staff, service providers, and community.	Adopted by Task Force on 11/4/22
1b	Adopt the Countywide Model for Prevention and Promotion as a draft; seek additional stakeholder input to amend it as needed; and develop a framework to align County stakeholder prevention and promotion efforts with the model.	Adopted by Task Force on 12/16/22
1c	Adopt the Countywide Prevention and Promotion Guiding Principles as a draft; seek additional community input; and disseminate it widely among staff, service providers, and community.	Adopted by Task Force on 11/4/22

1d	Direct CEO to work with County departments to establish and resource a Countywide Prevention and Promotion Coordination Team (PPCT) and departmental implementation teams working with external partners and community stakeholders to increase coordination and collaboration among County departments and initiatives.	Adopted by Task Force on 1/6/23
1e	Direct PPCT to coordinate and consolidate a prevention and promotion policy agenda across departments and initiatives.	Adopted by Task Force on 1/6/23
1f	Direct PPCT to share strategies to address regulatory, legal, and legislative barriers as well as funding constraints to enable an effective community-based service delivery system.	Adopted by Task Force on 1/6/23
1g	Direct PPCT to support and uplift existing initiatives and strategies to improve resource navigation and access, including how their learnings can be applied and implemented across other service areas.	Adopted by Task Force on 1/6/23

Directive 2: Funding Streams Analysis

#	Recommendation	Status
2a	Direct CEO, in coordination with PPCT, to strengthen the County’s capabilities to conduct multi-departmental budget coordination and strategy, including the ability to braid/blend in order to leverage and maximize funding, and identify spending gaps to assist Board and departmental decision making.	Adopted by Task Force on 1/6/23
2b	Direct CEO to create a Countywide Prevention and Promotion Budget.	Adopted by Task Force on 1/6/23

Directive 3: Community-Based Service Delivery System

#	Recommendation	Status
3a	Support CIO – in consultation with CEO, County Counsel – to collaborate with departments in developing strategies to further their work on the Countywide information, referral, and connection platform and similar efforts to develop next steps to streamline and address navigation and access barriers across the County’s service portfolio.	Adopted by Task Force on 11/4/22
3b	Direct ARDI to identify barriers to compensating Community Members with Lived Expertise and develop a set of equitable guidelines or recommendations that departments could adopt to increasingly involve members with lived expertise in policy and program development.	Adopted by Task Force on 11/4/22
3c	Direct ARDI to support departments in order to identify opportunities to strengthen and enhance delivery of County prevention and promotion services in partnership with community-based service providers who are better equipped to serve communities.	Adopted by Task Force on 11/4/22

Directive 4: Prevention Metrics and Data Integration

#6	Recommendation	Status
4a	Adopt a common set of Prevention and Promotion Outcomes to monitor progress (i.e., monitoring both well-being and thriving as well as the efficacy of our prevention and promotion services).	Adopted by Task Force on 12/16/22
4b	Direct CEO to identify dedicated resources to support CIO, County Counsel, and department leads to develop cross-departmental data sharing/integration plans for specific service areas.	Adopted by Task Force on 11/4/22