

SUMMARY MEMO

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.

The impetus for convening the Task Force was a sobering finding from a 2021 UCLA Pritzker Center report that, in relevant part, states: “while the County has invested in a number of prevention efforts, it is clear that these efforts have been set up to be successfully integrated and coordinated across departments.” As a result, the Task Force 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.

Under the direction of the County’s Executive Director of Racial Equity and the Anti-Racism, Diversity, & Inclusion (ARDI) Initiative, leaders from the County and community, including key stakeholders and trusted partners, came together to take up the Board’s request. Following 18 months of collaboration – including discussions with more than 100 individual stakeholders, 800 survey responses, conversations with more than 50 subject area table members, and engagement with over 50 community representatives, including persons with lived experience – the Task Force presented the Board with a comprehensive set of [14 recommendations](#) designed to address four critical priorities:

1: Governance
Structure and
Coordinated
Service Delivery

2: Funding Streams
Analysis

3: Community-
Based Service
Delivery System

4: Prevention
Metrics and Data
Integration

Challenges and Opportunities

While reviewing existing County systems and resident experiences, 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).

Multiple 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.

These findings and the Task Force's 14 recommendations were officially submitted to the Board on April 17, 2023 through the following:

- [Report Back on "Establishing the Los Angeles County Office of Prevention Services \(Item No. 23, Agenda of September 15, 2021\)"](#)
- [Attachment I – Executive Summary](#)
- [Attachment II – Recommendations](#)
- [Attachment III – Detailed Summary, Background, and Exhibits](#)

Motion on Building Los Angeles County's Prevention Infrastructure

On July 25, 2023, the Board adopted a [new motion](#) recognizing the Task Force for its work in helping the County outline a vision for prevention services infrastructure, as well as taking several actions summarized below to advance and build a Countywide prevention infrastructure:

- Adopting the Task Force's recommended Countywide [vision, model, and guiding principles](#) for prevention and promotion.
- Establishing the **Prevention and Promotion Systems Governing Committee** (Committee), comprised of eight (8) County department directors or initiative Executive Directors and one (1) County partnering organization or regional entity, to oversee the coordination and collaboration of prevention and promotion services Countywide. The Committee is responsible for several activities, including:
 - Establishing **three initial key focus areas** to anchor foundation prevention and promotion services infrastructure: child welfare and family wellbeing; homelessness and housing; and behavioral health;
 - Selecting and recommending Countywide prevention and promotion **outcomes and metrics** (in partnership with the Chief Information Officer and Department of Public Health);
 - Developing a Countywide prevention and promotion **programs and services plan**;
 - Developing a **cross-departmental staffing plan** to support the alignment of prevention and promotion services (in collaboration with the CEO and Department of Human Resources);
 - Developing a comprehensive prevention and promotion programs and services **annual spending plan** (in collaboration with the CEO);
 - Coordinating and consolidating a Countywide prevention and promotion **policy agenda** at federal, state, and local levels (in partnership with ARDI and CEO – Legislative Affairs);
 - Developing a robust **community engagement and outreach plan** (in partnership with ARDI);
 - Developing **operational management plans and agreements**; and
 - Adopting membership governance, bylaws, and applicable rules for the Committee (in consultation with County Counsel).
- Directing the Executive Director of Racial Equity, in collaboration with the Committee Chair, to establish and oversee the **Prevention and Promotion Coordination and Implementation Team**, which will work in partnership with all County departments to support the work of the Committee, as well as:
 - Completing **user journey mapping** of customer and client experiences navigating County programs and systems;

- Conducting **comprehensive legal, policy, and regulatory analyses** to support draft policy changes and the County’s prevention and promotion policy agenda (in consultation with County Counsel);
 - Developing a Countywide prevention and promotion services delivery **data plan and program**, including data sharing reports and facilitating a “no wrong door” approach to service delivery (in collaboration with the CIO and County Counsel); and
 - Incorporating a comprehensive prevention and promotion **programs and services contracting plan** (with the Internal Services Department and the Equity in County Contracting unit).
- Directing all County departments and Board-created workgroups and councils working on prevention and promotion to work collaborative and transparently with the PPCIT and Committee and to coordinate their programs in alignment with the prevention and promotion plan.
 - Directing the CEO, through the Executive Director of Racial Equity, as the Chair of the Task Force, to take the necessary steps to disband the Task Force and transition any outstanding relevant tasks to the Committee.