

COUNTY OF LOS ANGELES
PREVENTION SERVICES TASK FORCE

TRANSITION SUMMARY DOCUMENT

December 15, 2023

Prepared for the County of Los Angeles Prevention and Promotion Systems Governing Committee



Chief Executive Office.



County of Los Angeles
Anti-Racism,
Diversity,
& Inclusion

CREATING AN LA COUNTY
WHERE WE ALL THRIVE



PURPOSE

On July 25, 2023, the County of Los Angeles (“County”) Board of Supervisors (“Board”) adopted a [motion](#) recognizing the Prevention Services Task Force (“Task Force”) for its efforts in helping the County outline a vision for prevention and promotion services, as well as taking several actions to advance and build a Countywide prevention infrastructure.

Among other actions, the Board moved to establish the **Prevention and Promotion Systems Governing Committee** (“Committee”) whose specific and immediate focus is to oversee the coordination and collaboration of prevention and promotion services Countywide. The Board also established the **Prevention and Promotion Coordination and Implementation Team** (“PPCIT”), to convene departmental staff and provide coordination capabilities previously recommended by the Task Force. The motion directs both the Committee and PPCIT to prepare and recommend various Countywide plans and activities relating to prevention and promotion.

This Transition Summary Document is organized according to the Board’s directives and is intended to support the Committee, PPCIT, their respective staff, and other stakeholders responsible for completing the directives. Within each section, we have compiled relevant background context, findings, recommendations, deliverables, and other Task Force materials. The aim of this document is to provide continuity of vision, knowledge, and shared learnings from the Prevention Services Task Force, its three working tables, and community stakeholders as this important work continues under the County’s new prevention infrastructure.



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BACKGROUND

LA COUNTY'S PREVENTION SERVICES TASK FORCE



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 individuals with lived expertise.

The impetus for convening the Task Force was a result of a 2021 UCLA Pritzker Center report that, in part, states: “while the County has invested in a number of prevention efforts, it is not 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

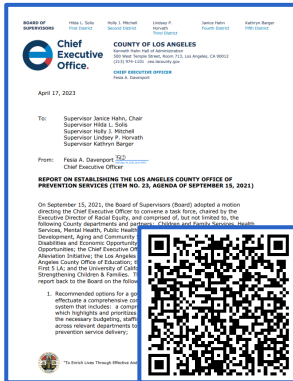
While reviewing existing County systems and resident experiences, Task Force stakeholders identified challenges with and opportunities to provide seamless, efficient, and comprehensive service delivery across the County's multiple departments, including:

- **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:

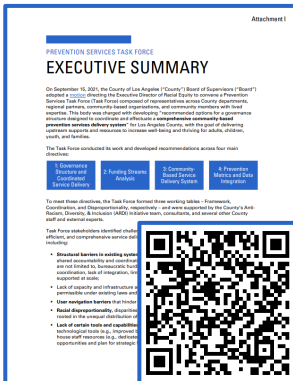
- **Values and commitment:** Many departments agree the County must deepen investment in upstream prevention and promotion with the support of an anti-racist lens, increased community partnerships, and equitable decision making;
- **Collaborative action and strong working relationships within discrete 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, public sector workforce, community-based organizations, and philanthropic partners hold a wealth of knowledge, resources, and capabilities that the County can fully integrate into its efforts.

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



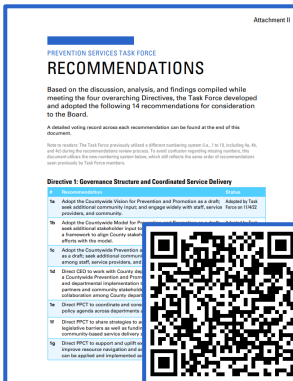
[Report on Establishing the Los Angeles County Office of Prevention Services \(Item No. 23, Agenda of September 15, 2021\)](#)

The complete submission to the Board, including a cover memo and Attachments I, II, and III below.



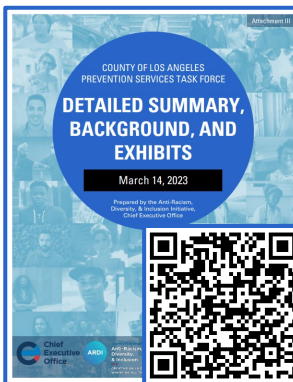
[Attachment I: Executive Summary](#)

Provides a high-level review of the Task Force's finding and recommendations, including overarching challenges with and opportunities to provide seamless, efficient, and comprehensive service delivery across the County's multiple departments.



[Attachment II: Recommendations](#)

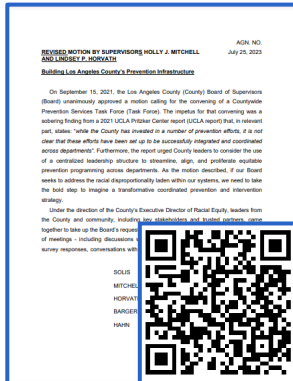
Includes 14 adopted recommendations across each of four overarching directives, as well as a detailed voting record of Task Force representatives.



[Attachment III: Detailed Summary, Background, and Exhibits](#)

Describes the current and historical context of prevention and promotion in Los Angeles County, the Task Force's research and operational processes, and the detailed development process, findings, and deliverables across the Task Force and its three working tables.

PREVENTION AND PROMOTION SYSTEMS MOTION OVERVIEW



On July 25, 2023, the Board adopted a motion, titled “[Building Los Angeles County’s Prevention Infrastructure](#),” recognizing the Task Force for its work in helping the County outline a vision for Countywide prevention and promotion services, as well as taking several actions summarized below to advance and build a Countywide prevention infrastructure.

The summary document is organized according to the motion directives listed below, to assist the Committee, PPCIT, their respective staff, and other stakeholders in their efforts to meet the Board’s directives. This document utilizes a new numbering system for each directive that differs from the original Board motion.

MOTION DIRECTIVES (Abridged)

- 1) Adopt the Task Force’s Countywide **vision, model, and guiding principles** for prevention and promotion.
- 2) Establish 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 also responsible for several planning and oversight activities, including:
 - A. Establish three initial **key focus areas** to anchor foundational prevention and promotion services infrastructure: child welfare and family wellbeing; homelessness and housing; and behavioral health;
 - B. Select and recommend Countywide prevention and promotion **outcomes and metrics** (in partnership with the Chief Information Officer and Department of Public Health);

- C. Develop a Countywide prevention and promotion **programs and services plan**;
 - D. Develop a cross-departmental **staffing plan** (in collaboration with the CEO and Department of Human Resources);
 - E. Develop a comprehensive prevention and promotion programs and services annual **spending plan** (in collaboration with the CEO);
 - F. Coordinate and consolidate a Countywide prevention and promotion **policy agenda** at federal, state, and local levels (in partnership with ARDI and CEO – Legislative Affairs);
 - G. Develop a robust **community engagement and outreach plan** (in partnership with ARDI); and
 - H. Develop **operational management plans** and agreements.
- 3) Direct 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:
- A. Complete **user journey mapping** of customer and client experiences navigating County programs and systems;
 - B. Conduct 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);
 - C. Develop 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
 - D. Incorporate a comprehensive prevention and promotion programs and services **contracting plan** (with the Internal Services Department and the Equity in County Contracting unit).
- 4) Direct all County departments and Board-created workgroups and councils working on prevention and promotion to work collaboratively and transparently with the PPCIT and Committee and to coordinate their programs in alignment with the prevention and promotion plan.
- 5) Direct 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.

BOARD DIRECTIVE:

1) Adopt the Task Force's Countywide vision, model, and guiding principles for prevention and promotion

BOARD MOTION EXCERPT

1. Adopt the following vision, model, and guiding principles, as determined by the Task Force:
 - a. Vision: To deliver an equitable, community-driven, and holistic prevention and promotion model to enable a safer, stronger, thriving, and more connected community.
 - b. Model: To include the following four concepts: Social Conditions, Equitable Decision-Making & Community Agency, Prevention, and Promotion
 - c. Guiding Principles...

TASK FORCE DELIVERABLES:

Below, we have included the full text of the vision, model, and guiding principles developed by the Task Force which have been adopted by the Board.

Vision Statement

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

BOARD DIRECTIVE:

1) Adopt the Task Force’s Countywide vision, model, and guiding principles for prevention and promotion

TASK FORCE DELIVERABLES (continued):

Countywide Model for Prevention and Promotion

LA County’s Model for Prevention and Promotion

Social Conditions

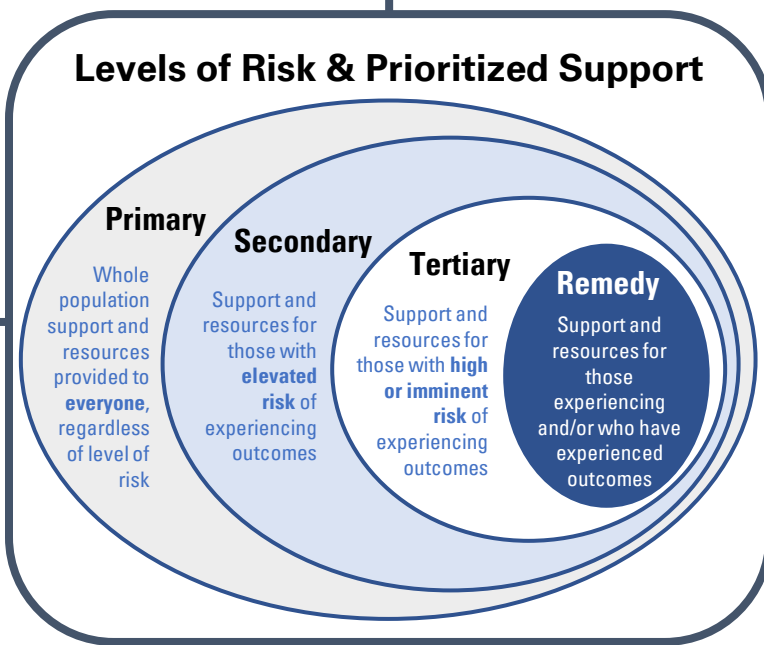
The intersecting structures and systems that shape our lives and influence our likelihood of experiencing positive and negative outcomes (i.e., level of risk).

These conditions are often created by and/or reinforced through government policy, resulting in both positive resources (e.g., public health, parks) and negative forms of harm and control (e.g., racism, ableism, concentrated poverty, environmental hazards, etc.).

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.

Levels of Risk & Prioritized Support



Prevention

Support and resources to stop the occurrence and/or worsening of negative population outcomes, harm, and suffering.

Promotion

Support and resources to strengthen the occurrence of positive population outcomes, well-being, and thriving.

Prevention and promotion can decrease individuals’ level of risk, as can addressing and mitigating harmful social conditions through equitable decision-making and community agency. Together, this can cultivate healing, restoration, and justice.

BOARD DIRECTIVE:

1) Adopt the Task Force's Countywide vision, model, and guiding principles for prevention and promotion

TASK FORCE DELIVERABLES (continued):

Guiding Principles for Prevention and Promotion

- 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.

BOARD DIRECTIVE:

1) Adopt the Task Force’s Countywide vision, model, and guiding principles for prevention and promotion

TASK FORCE FEEDBACK FOR COMMITTEE CONSIDERATION:

Given the newly adopted vision, model, and guiding principles, there remains an opportunity to refine and share these materials widely among stakeholders. Indeed, when recommending these items to the Board, the Task Force recommended that the County “seek additional community input” and “disseminate [them] widely among staff, service providers, and community.” This work may be best suited to occur under the new Committee’s directive to develop a robust **community engagement and outreach plan** (See Section 2G).

To this end, we encourage any staff and stakeholders involved in future dissemination and feedback efforts to review the Task Force’s **comprehensive development process for the vision, model, and guiding principles**, which can be found on [pages 29-43 of Attachment III](#) submitted to the Board.

Additional documentation can also be found on the [online Task Force archive](#) under the meeting materials for the Framework Table, the subsidiary working table responsible for creating the initial drafts of these deliverables.

II. MEETING OUR DIRECTIVES
Directive 1: Governance Structure and Coordinated Service Delivery

DEVELOPING A SHARED VISION, GUIDING PRINCIPLES, AND COUNTYWIDE MODEL FOR PREVENTION AND PROMOTION


“Prevention and promotion can decrease individuals’ level of risk, as can addressing and mitigating harmful social conditions through equitable decision-making and community agency. Together, this can cultivate healing, restoration, and justice.”
— Excerpt from the Task Force’s model for Prevention and Promotion

The County of Los Angeles can be a thought leader in championing an intentionally anti-racist and equity-centric approach to prevention and promotion. The Framework working table of the Task Force led the creation of the enclosed Vision Statement, Guiding Principles, and Countywide Model to foster shared understanding and a common language for prevention and promotion, including conveying foundational equity tenets. As described in the Task Force’s recommendations relating to these deliverables, the Task Force requests that the County delegate resources to widely share and socialize these concepts, including through community-specific, culturally relevant, and openly accessible media to reach across diverse ages, languages, and walks of life. This table-setting can help staff, service providers, and residents understand how individual programs and services contribute to a holistic continuum of care and promote thinking across the County.

OUR VISION FOR PREVENTION AND PROMOTION IN LOS ANGELES COUNTY

To develop a vision statement, the Task Force Framework Table solicited feedback and developed vision language with input from hundreds of stakeholders. This section provides an abbreviated summary of this extensive process. To read the full process, please review **Exhibit C**.

Beginning during the Task Force’s July 2022 monthly meeting, members met and aligned on the purpose, importance, and substance of an effective vision statement. Members agreed that a vision statement should be an aspirational statement of where an organization wants to be in the future — one that challenges us to look ahead and is both realistic and ambitious. The aspirational phrasing of the Vision Statement were outlined in Figure 8.1(a) below. These 1 workshop, external research, community insights.



PREL

BOARD DIRECTIVE:

2) Establish the Prevention and Promotion Systems Governing Committee

BOARD MOTION EXCERPT

2. Establish the Prevention and Promotion Systems Governing Committee (Committee) whose specific and immediate focus is to oversee the coordination and collaboration of prevention and promotion services Countywide...

...

c. Immediate tasks of the Committee shall include:

- i. In consultation with County Counsel, the Committee will adopt the membership governance, bylaws and applicable rules, and authorities necessary for the Committee to make recommendations to the Board for adoption of prevention and promotion programs and services plans related to spending, contracting and procurement coordination, human resources allocations and staffing, and data sharing performance tracking, monitoring and evaluation. The bylaws should include determining the appropriate rotational structure and make-up of the membership and chairperson of the Committee following the Committee's first rotation to ensure long-term continuity and engagement across all relevant County departments and initiatives....

TASK FORCE DELIVERABLES:

Findings on Operational Barriers to Coordinated and Community-Based Delivery

While the Task Force did not recommend a specific governing structure for the County's prevention and promotion services, it did identify **operational barriers to coordinated delivery** as well as **operational barriers to community-based delivery** inherent in the County's existing organizational structure for prevention and promotion.

BOARD DIRECTIVE:

2) Establish the Prevention and Promotion Systems Governing Committee

TASK FORCE DELIVERABLES (continued):

ADDRESSING OPERATIONAL BARRIERS TO COORDINATED DELIVERY

To design a governance structure that would build upon existing challenges, the Task Force conducted an analysis of existing coordinated service delivery across County prevention entities: logistical, technological, regulatory, and/or other structural challenges. This analytical work occurred simultaneously across two efforts: leverage the strengths and expertise across both established and studied overarching governance principles and how they inform strategic planning, including analyzing LA County's existing structures implemented across benchmark jurisdictions. Meanwhile, the Coordination table conducted a deeper dive on operational barriers that have hindered or prevented the full effectiveness of prior and existing initiatives in the County, including how these barriers often result in silos with limited collaboration and coordination captured in Figure 8.10 below.

ADDRESSING OPERATIONAL BARRIERS TO COMMUNITY-BASED DELIVERY

When analyzing operational barriers to coordinated service delivery, the Coordination table simultaneously identified barriers hindering community-based delivery of the County's existing prevention services. ARCC staff and consultants also received additional barriers identified from other Task Force discussions, stakeholder interviews, and the Task Force's community survey (see Exhibit 6).

The barriers identified include:

- **Use navigation barriers**, which hinder multi-departmental coordination across services, currently present many residents from accessing the array of available services. These barriers include, but are not limited to, accessible language spoken and culturally appropriate and community-specific services. Of the 873 participants who completed the Task Force survey, forty-four percent (46%) of residents indicated that they desired more culturally or community-specific resources. Fifty-two percent (52%) said that they wanted to see more staff who reflect and/or serve community needs through better training, increased language access, and represented lived experience.
- **Whether due to constraints in program design and/or budget limitations**, there is a need to tailor services to client needs, especially across language spoken and culturally appropriate and community-specific services. Of the 873 participants who completed the Task Force survey, forty-four percent (46%) of residents indicated that they desired more culturally or community-specific resources. Fifty-two percent (52%) said that they wanted to see more staff who reflect and/or serve community needs through better training, increased language access, and represented lived experience.
- **Among many communities, including communities of color**, there may be **distrust of and/or hesitancy to engage with government systems**. This is often rooted in historical and ongoing marginalization and negative lived experiences, including unresolved harm or trauma that may have been caused by County government entities and/or policies.
- **Although several departments have developed relationships**, residents, workers and community organizations in recent years have been unable to partner with government systems. This often means residents and workers must navigate across multiple systems and policy guidelines across different departments and programs, resulting in confusion. It also privileges a small cadre of residents and providers experienced in navigating County complexities.

Both sets of operational barriers provide context for several of the Task Force's recommendations as well as the overall impetus to establish a new County prevention infrastructure. Reviewing these materials may be useful as the Committee meets the Board directive to develop both its own membership governance but also **operational management plans and agreements** across departments to help overcome these barriers.

Addressing Operational Barriers to Coordinated Delivery can be found on [pages 44-46 of Attachment III](#), while **Addressing Operational Barriers to Community-Based Delivery** can be found on [pages 77-80](#) of the same document.

Findings on Governance Structure Archetypes

IDENTIFYING NECESSARY COORDINATING FUNCTIONS TO INFORM GOVERNANCE STRUCTURE FORMATION

From conversations with various stakeholders, research on external jurisdictions, and analyses of operational barriers to coordination, the Framework table identified a set of Coordinating Functions relating to multi-departmental governance for prevention and promotion services.

Members then developed recommendations on necessary next steps to align these coordinating functions across the appropriate entities. How responsibility and/or authority may be placed across existing departments, County initiatives, or community-based organizations will directly inform how governance for prevention and promotion will be led across LA County.

GOVERNANCE ARCHETYPES

Through informational interviews, secondary research, and external consulting support, the Task Force conducted benchmark research on domestic and international jurisdictions that have organized similar collaborative efforts relating to prevention.

Fourteen (14) interviews with leaders of prevention services in other geographies, along with significant secondary research, were performed to understand governance decisions. Using this information, three governance model archetypes and four case studies were identified to guide discussion on choosing the right governance structure for LA County. These three archetypes exist along a spectrum of coordination. While each of the governance models chosen and implemented in other geographies are unique and many not fit perfectly into one of the categories, these overarching archetypes can still be analyzed to understand their respective tradeoffs.

Less coordination across agencies → **More coordination**

- Embedded Model**: Date leadership (Governor, Board, Mayor). Health, ED, Justice.
- Coalition Model**: Date leadership (Governor, Board, Mayor). Health, ED, Justice, CAPS.
- Stand-alone Model**: Date leadership (Governor, Board, Mayor).

• **Prevention services embedded into individual agencies**, which report to their parent org. (e.g., HHS, Education).
• **Prevention is widespread across all agencies**.
• **Coordination of uniform/prevention goals is difficult.**

• **Responsibility for prevention services all housed in one organization**.
• **Organization reports to one leadership (i.e., board, mayor, governor).**
• **Members of other organizations (e.g., HHS) coordinate with prevention services on goals.**

Figure 8.11: Three major governance archetypes identified in benchmark jurisdictions also engaging in prevention coordi

The Task Force also conducted extensive comparative research on benchmark jurisdictions and best practices to identify **governance archetypes** for prevention as well as a list of **coordinating functions** necessary to effectuate a comprehensive, community-based prevention system.

Among the three major archetypes identified, the new Governing Committee appears most aligned with the **Coalition model**, in comparison to the County's previous approach which was closest to the **Embedded model**.

[Pages 47-50 of Attachment III](#) describe some of the strengths and challenges associated with various governance models, including solutions and considerations to maximize efficacy that may be pertinent to the Committee's future operations and oversight of County prevention efforts.

BOARD DIRECTIVE:

2) Establish the Prevention and Promotion Systems Governing Committee

TASK FORCE DELIVERABLES (continued):

Key Coordinating Functions

The Task Force also identified the [13 key coordinating functions](#) below, many of which align with the various planning and oversight areas assigned to the Committee by the Board:

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

Figure II.1(n): 13 key coordinating functions identified by the Framework table and Task Force as necessary to achieve successful coordination and collaboration in a prevention and promotion system

BOARD DIRECTIVE:

2) Establish the Prevention and Promotion Systems Governing Committee

TASK FORCE FEEDBACK FOR COMMITTEE CONSIDERATION:

Task Force members offer the following considerations relating to the establishment of the Governing Committee:

- When developing bylaws and operational management agreements, consider how departments and entities not named as inaugural voting members may still be able to participate and remain engaged with the Committee (e.g., by serving as ex-officio members, providing witness testimony, etc.)
- Be intentional about defining roles and responsibilities when requesting collaboration and participation, including any “asks” for non-member departments; this can avoid miscommunication or misgivings and strengthen working relationships
- Ensure there is flexibility for various working groups or subcommittees who collaborate with the Committee (e.g., focus areas and other ad hoc groups) to determine and adjust their own membership composition based on case-by-case needs

BOARD DIRECTIVE:

2A. Governing Committee: Establish three initial key focus areas

BOARD MOTION EXCERPT

- ii. Establish the following three (3) initial key focus areas to anchor foundational prevention and promotion services infrastructure: child welfare and family wellbeing; homelessness and housing; and behavioral health. These initial focus areas will act as a starting point for prevention and promotion work.
 - a. Within each of these three initial key focus areas, the Committee will identify and address at least one population level outcome across the life course through multi-departmental collaboration and coordination. When selecting and working on these outcomes, the Committee should focus on closing racial disproportionalities and disparities including consideration of overlapping identities within racial/ethnic groups including but not limited to women and LGBTQ+ communities.

TASK FORCE DELIVERABLES:

Domain Discovery and Focus Area Selection

As described in the “Next Steps” section of [Attachment III](#), the Task Force indicated to the Board that it would “[prioritize] and thoroughly [examine] domain(s) of focus to strengthen and support through Task Force collaboration and PPCT [sic] activities to address policy, funding, and coordination barriers.”

Since February 2023, the Task Force has compiled information regarding various domains (also called focus areas or service areas) to understand existing initiatives and identify opportunities to strengthen Countywide efforts.

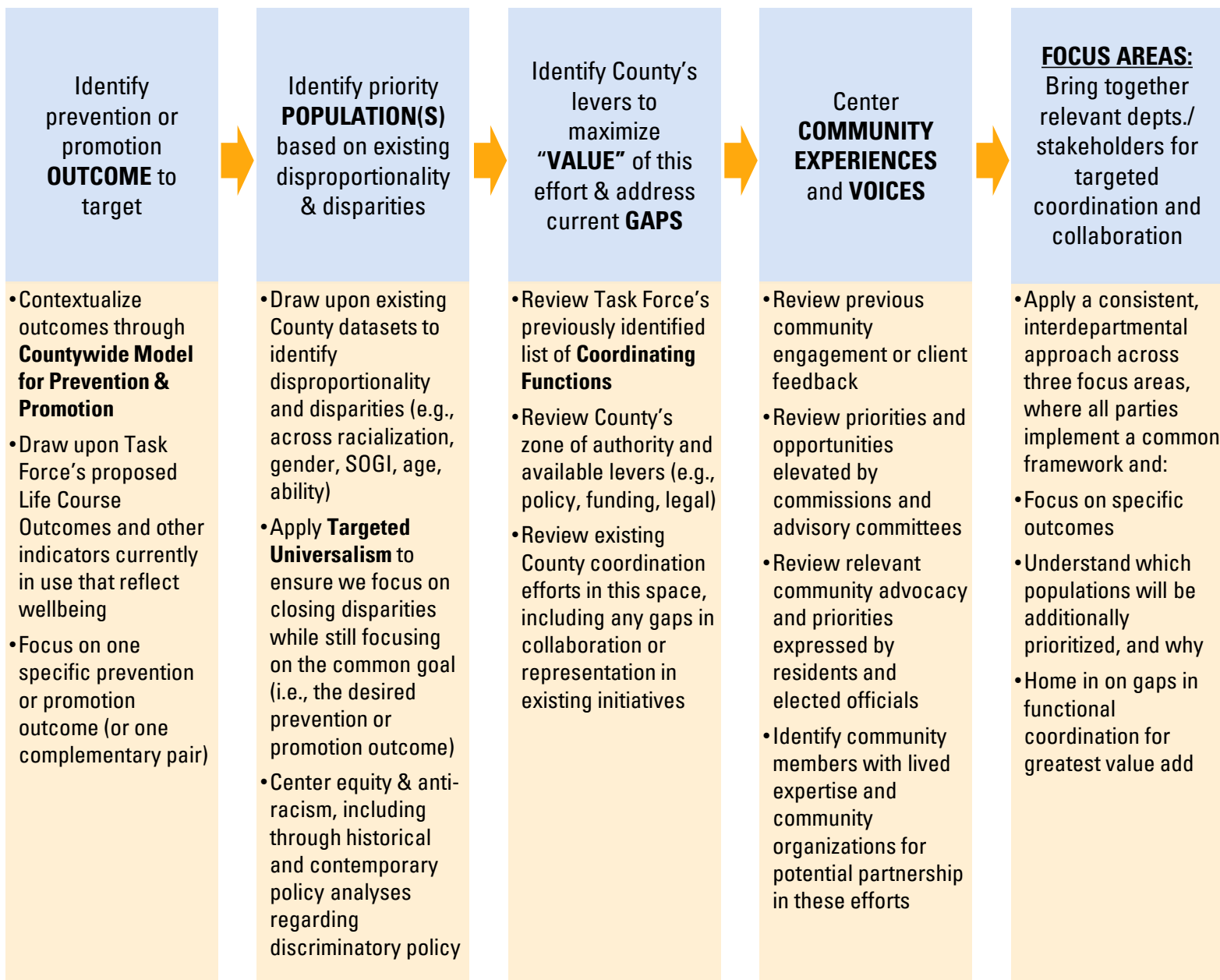
In April 2023, members of the Task Force completed a [preliminary ranking survey](#) to determine which domains should be prioritized for increased coordination and collaboration. The survey asked members, “Based on your existing knowledge of barriers and opportunities, how important is it for the County to collaborate across departments/regional entities to address urgent issues in each of the following domains?” At the time, the greatest number of members indicated that (1) Homelessness, (2) Children, youth, and families/child welfare, and (3) Mental health were “most important.”

2A. Governing Committee: Establish three initial key focus areas

TASK FORCE DELIVERABLES (continued):

Framework for Reviewing Existing Efforts to Determine Opportunities within Domains

In addition, the Task Force collaboratively developed a [framework](#) for reviewing existing efforts and launching targeted coordinated and collaboration within each of the domains:



BOARD DIRECTIVE:

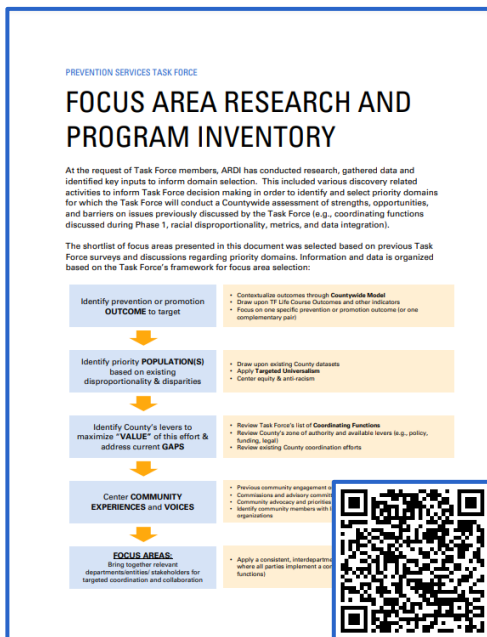
2A. Governing Committee: Establish three initial key focus areas

TASK FORCE DELIVERABLES (continued):

In the July 25, 2023, motion, the Board officially moved to select child welfare and family wellbeing; homelessness and housing; and behavioral health as the three initial key focus areas that the Committee would be responsible for establishing. The Board also indicated general support of the Task Force’s framework for domains on the previous page, including focusing on specific outcomes and targeting efforts to address disproportionalities and disparities seen within them.

Focus Area Research and Program Inventory

As of October 27, 2023, Task Force members and staff continue to compile and finalize an [inventory of various prevention domains](#) utilizing the framework on the previous page. When completed, this research and inventory will be submitted to the Governing Committee to assist its planning, oversight, and implementation of coordinating activities, both in the three initial focus areas but also across all other relevant prevention domains.



BOARD DIRECTIVE:

2A. Governing Committee: Establish three initial key focus areas

TASK FORCE FEEDBACK FOR COMMITTEE CONSIDERATION:

Task Force members offer the following considerations relating to the establishment of Focus Areas:

- Ensure there is flexibility for Focus Areas to determine their own membership composition based on operational needs, including specific tasks or projects; this can help ensure that the most effective and knowledgeable stakeholders can be involved in the process.
- Apply a multigenerational lens to the focus areas. Although the Task Force and Committee may employ a life course theory approach to prevention, there are still individuals of all ages involved in systems and programs addressing homelessness, child welfare, and behavioral health, and their needs often vary widely across demographic groups. This is also true when looking across other intersectional identities across the life span, including disability, LGBTQ identity, justice involvement, and other populations.
- There may be a need reconcile varying government definitions for these focus areas (e.g., “homelessness” as defined by the educational sector often differs from “homelessness” as defined by housing authorities and the U.S. Department of Housing and Urban Development). This also holds implications for the use of data and indicators and the selection of priority outcomes within focus areas.
- Within the Focus Areas, members highlight the opportunity to implement and pilot geographic mapping and service delivery initiatives, in addition to “no wrong door” referrals across services.

BOARD DIRECTIVE:

2B. Governing Committee: Select and recommend Countywide prevention and promotion outcomes and metrics

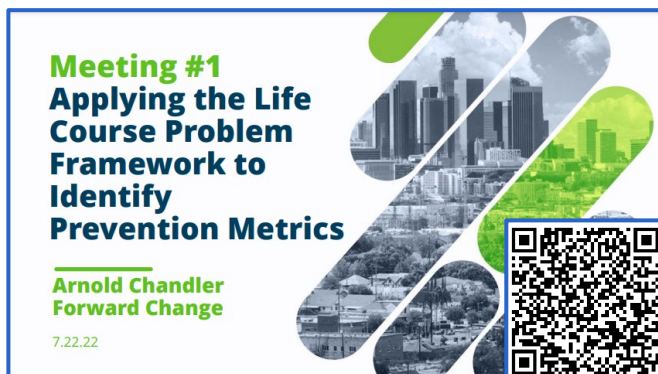
BOARD MOTION EXCERPT

- iii. Select and recommend Countywide prevention and promotion outcomes and metrics to guide prevention and promotion programming, address racial disproportionality and disparities and guide Countywide funding investments in accordance with the Life Course Theory across major age groups, to include populations such as infants and toddlers, children, youth, young adults, middle-aged adults, and older adults.
 - a. The metrics should be created in partnership with the CIO and DPH, to maximize the efficacy of data collection, systems integration, and evaluation. DPH will serve as the lead for prevention and promotion program evaluation Countywide.

TASK FORCE DELIVERABLES:

This directive is a continuation of Task Force recommendations previously submitted to the Board in response to the initial September 2021 motion asking the Task Force to report back on a “set of guiding prevention metrics, principally informed by an equity centered framework (i.e., life course, racial equity, or social determinants of health) which reflect how County residents’ lives were made better as a result of receipt of prevention services.”

Life Course Framework



As described in [Attachment III](#), the Task Force utilized the Life Course Framework for this analysis, through a similar (albeit abbreviated) process conducted during the development of the County’s [Racial Equity Strategic Plan](#).

See: [Applying the Life Course Problem Framework to Identify Prevention Metrics](#), a presentation prepared for the Disproportionality Table by Arnold Chandler of Forward Change Consulting to provide background context for the outcome selection process.

BOARD DIRECTIVE:

2B. Governing Committee: Select and recommend Countywide prevention and promotion outcomes and metrics

TASK FORCE DELIVERABLES (continued):

Preliminary Set of Prevention and Promotion Life Course Outcomes

DIRECTIVE 4: PREVENTION METRICS AND DATA INTEGRATION

To meet this directive, the Task Force developed a set of life course outcomes, leveraging and building upon the Countywide Racial Equity Strategic Planning process, to reflect how County residents' lives can be made better due to prevention and promotion services received. Additionally, the Task Force also identified current challenges in data sharing and integration as an operational barrier hindering both coordinated and community-based service delivery.

- Developing Priority Life Course Outcomes and Guiding Prevention Metrics
- Examining and Addressing Racial Disproportionality in Our Systems
- Uplifting Data Systems and Integration

These life course outcomes serve as a starting place for the development of a common set of prevention and promotion metrics building upon and leveraging existing subject matter expertise.

DEVELOPING PRIORITY LIFE COURSE OUTCOMES AND GUIDING PREVENTION METRICS

PREVENTION AND PROMOTION METRICS

The development of the following prevention and promotion metrics involved a deliberative process that included extensive consultation with the research evidence on predictors of key life course outcomes. Informing the design of this process was the "The Life Course Framework" that provided grounding in key analytical concepts.¹ Identifying the 169 prevention and promotion metrics listed in Exhibit I in the Appendix involved the following four-step process:

- Step 1: Identify "North Star" population outcomes. The Disproportionality table convened multiple times and utilized research, expertise (both lived and professional), and other planning materials from Los Angeles County to develop a set of **twelve "North Star" prevention and promotion outcomes** corresponding to different age spans across the life course. Five of the twelve outcomes were drawn from the County's Racial Equity Strategic Plan.

¹ Arnold Chandler (2020). "The Life Course Framework for Improving the Lives of Forward Change. Retrieved from www.lacounty.gov



The Disproportionality table convened multiple times and utilized research, expertise (both lived and professional), and other planning materials from Los Angeles County to develop a preliminary set of **twelve "North Star" prevention and promotion outcomes** corresponding to different age spans across the life course. Five of the twelve outcomes were drawn from the County's Racial Equity Strategic Plan.

See **Developing Priority Life Course Outcomes and Guiding Prevention Metrics**, [pages 81-88 of Attachment III](#), for the full development process for the outcomes, which are listed below:

PROPOSED OUTCOMES

1. Decrease infant mortality
2. Improve socioemotional/cognitive readiness as children approach school age
3. Increase age-appropriate socioemotional/cognitive proficiency for grades 1-6
4. Decrease child maltreatment (within families and systems)
5. Improve physical & behavioral health/well-being
6. Improve financial well-being
7. Decrease adult first-time felony convictions
8. Increase the attainment of a postsecondary credential with significant labor market value
9. Increase stable affordable housing
10. Increase stable full-time employment among individual adults with incomes at or above 250% FPL
11. Increase family income at 250% FPL (pegged to a family of 4)
12. Increase "aging in place" with safety, dignity, and independence

BOARD DIRECTIVE:

2B. Governing Committee: Select and recommend Countywide prevention and promotion outcomes and metrics

TASK FORCE DELIVERABLES (continued):

The Disproportionality Table also plotted these twelve outcomes across the life course and identified a non-exhaustive list of contributing outcomes and ecological-institutional factors (all vetted and demonstrated through peer-reviewed research sources) that the County may seek to impact to improve wellbeing across the North Star outcomes.

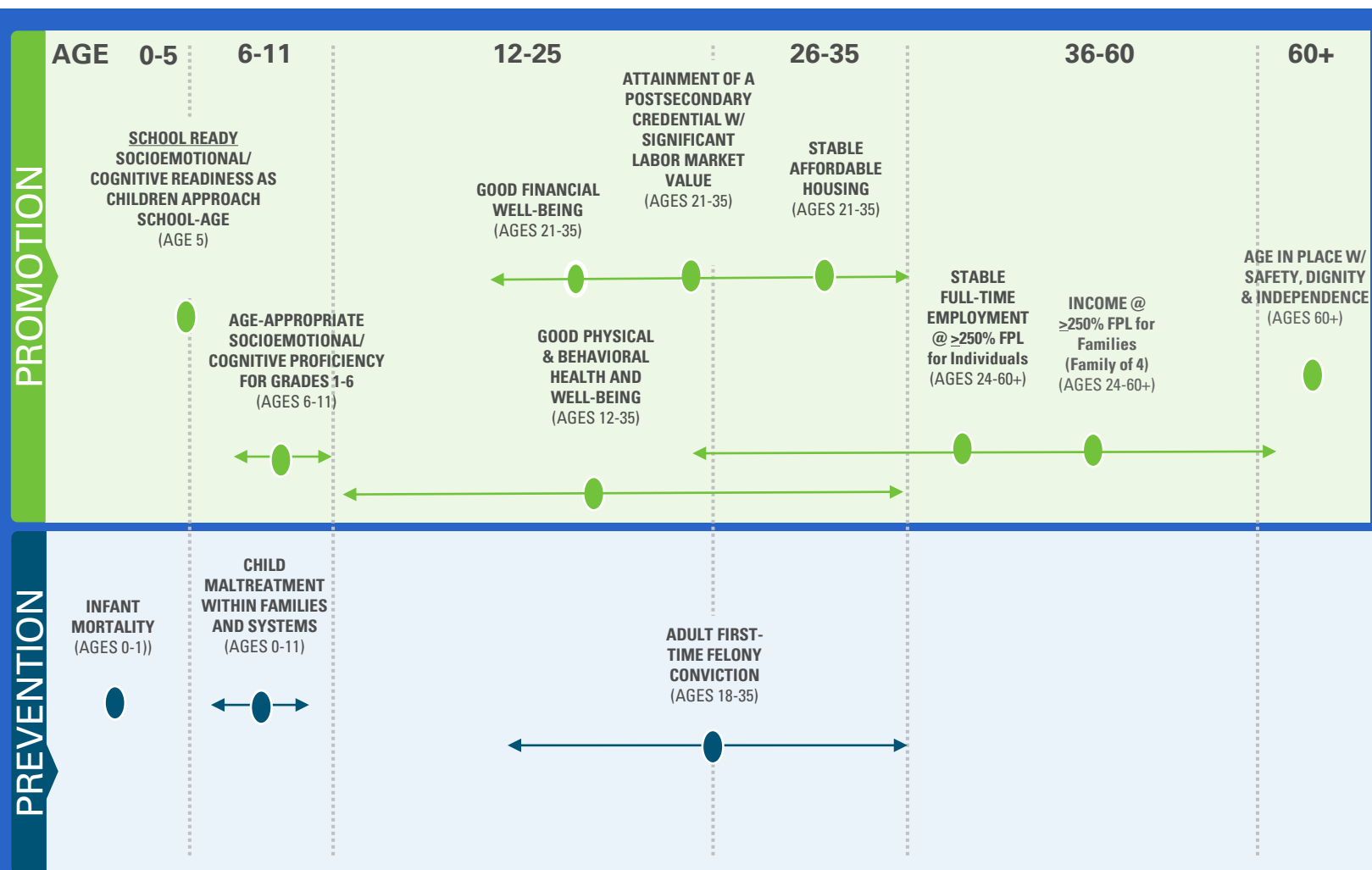


Figure II.4(a): North Star Population Outcomes (N=12)

Although the Task Force voted to advance and submit the twelve prevention and promotion outcomes to the Board, members have discussed and requested that these outcomes be seen as preliminary, with additional refinement and/or additions determined through future efforts.

BOARD DIRECTIVE:

2B. Governing Committee: Select and recommend Countywide prevention and promotion outcomes and metrics

TASK FORCE DELIVERABLES (continued):

Research Documentation on Contributing Outcomes and Ecological-Institutional Factors

Exhibit I. Prevention and Promotion Metrics Summary Document

Exhibit I. Prevention and Promotion Metrics Summary Document

North Star Outcomes

Hold ctrl and mouse click to follow embedded links

North Star Outcome	Age Span
Infant Mortality	0-1
Socioemotional/Cognitive Readiness as Children Approach School Age	0-5
Age-Appropriate Socioemotional/Cognitive Proficiency for Grades 1-6	6-11
Child Maltreatment (within Family & Systems)	6-11
Good Physical & Behavioral Health/Wellbeing	12-20
Good Financial Wellbeing	21-35
Adult First-Time Felony Convictions	21-35
Attainment of a Postsecondary Credential w/ Significant Labor Market Value	21-35
Stable Affordable Housing	21-35
Stable Full-Time Employment among Individual Adults with Incomes at or above 250% FPL	21-60+
Family Income at 250% FPL (pegged to a family of 4)	21-60+
Age in Place with Safety, Dignity & Independence	60+

Contributing Outcomes

Contributing Outcome	Age Span
Preterm Birth	0-6
Low Birthweight	0-6
Early Childhood Disability	0-6
Asthma	0-6
Diabetes	0-6
Elevated Blood Lead Levels	0-6
Early Childhood Trauma	0-6
Toxic Stress	0-6
Healthy Diet	0-6
Attends Pre-K	0-6
Secure/Insecure Attachment	0-6
Externalizing or Internalizing Behavior	0-6
General Health Status	0-6




Exhibit I. Prevention and Promotion Metrics Summary Document, [pages 134-219 of Attachment III](#), provides research documentation on various contributing outcomes and ecological-institutional factors relating to the twelve North Star outcomes.

Additionally, ARDI and the Internal Services Department (ISD) are currently developing a County prevention and promotion dashboard featuring indicators and metrics across domains. For more information, please see Section 3C of this report.

TASK FORCE FEEDBACK FOR COMMITTEE CONSIDERATION:

Task Force members offer the following considerations relating to prevention and promotion Outcomes and Metrics:

- Ensure that the outcomes and metrics consider varying needs across life span, disability, LGBTQ identity, racial/ethnic identity, etc.
- When possible, utilize and/or build upon existing metrics that departments are currently already collecting to prevent duplicative efforts; often, such outcomes and metrics are tied to funding requirements or other initiatives.
- There may be a need to account for outcomes and metrics that are complicated to study or report regularly (e.g., infant mortality or hate crimes, which have relatively low incidence but a profound impact on individuals); not all metrics or outcomes can be reported on a monthly or annual basis but still need to be considered in planning and programming.
- There may be an opportunity to incorporate the use of predictive analytics to better understand where the County can better support communities through upstream services; it will be important for the outcomes and metrics to be studied and utilized at all prevention tiers, not simply downstream.

BOARD DIRECTIVE:

2C. Governing Committee: Develop a Countywide prevention & promotion programs and services plan

BOARD MOTION EXCERPT

- iv. Develop a Countywide prevention and promotion programs and services plan that identifies operational inputs and outputs to achieve the specified outcomes and identify how each department will contribute to and be responsible for meeting the outcomes.

TASK FORCE DELIVERABLES:

This directive elevates the need (as indicated in both Board motions) to have greater visibility on the existing range of County programs, as well as clearer information on which programs and services are most necessary and/or effective to improve outcomes and reduce disproportionalities and disparities. Although the Task Force did not commence any direct work relating to a programs and services plan, several Task Force deliverables may be useful for guiding this process:

- There is an opportunity to incorporate the new **vision, model, and guiding principles** in Countywide planning regarding programs and services – including centering prevention, promotion, acknowledging and addressing social conditions, and incorporating equitable decision making in the process. (See Section 1 of this summary document for more information.)
- Task Force members and staff have compiled **focus area research and program inventories** for the County’s major prevention and promotion service areas, which may be useful for understanding existing initiatives and areas of opportunity which should be elevated in the programs and services plan. (See Section 2A.)

BOARD DIRECTIVE:

2C. Governing Committee: Develop a Countywide prevention & promotion programs and services plan

TASK FORCE DELIVERABLES (continued):

- When developing an initial set of twelve North Star prevention and promotion outcomes, the Disproportionality Table also compiled an extensive (but non-exhaustive) list of **contributing outcomes and ecological-institutional factors** demonstrated through peer-reviewed research to be associated with the North Star outcomes. These may serve as a useful starting point for identifying the “operational inputs and outputs to achieve the specified outcomes” requested in the Board directive above. (See Section 2B.)
- This directive will require reviewing the County’s existing prevention and promotion programming. The Task Force has compiled an inventory of 528 prevention and promotion programs through its Phase 1 **funding streams analysis**, which will need to be updated and added to, especially because several departments did not submit complete data to the Task Force. ARDI staff have additionally been working with CEO and other County staff to compile previous and domain-specific program inventories and will share these materials with the Committee as well. (See Section 2D.)

BOARD DIRECTIVE:

2D. Governing Committee: Develop a cross-departmental staffing plan

BOARD MOTION EXCERPT

- v. Work in collaboration with the CEO and Department of Human Resources to identify relevant positions that can be leveraged to focus on prevention and promotion programs and services, develop a permanent cross-departmental staffing plan to support the alignment of prevention and promotion services, and serve as staff to the Committee. The plan must be submitted to the Board for consideration and should specifically:
 - a. Be comprised of existing staffing positions that can be leveraged to advance prevention and promotion services administration across the County.
 - b. Include a matrix of roles and responsibilities which identifies who will be responsible for achieving prevention and promotion outcomes.
 - c. The Committee may request the CEO to re-evaluate the long-term staffing plan of the Committee's permanent staff beginning in the 2025 - 2026 fiscal year.

TASK FORCE DELIVERABLES:

Task Force findings and recommendations relating to staffing for prevention and promotion services

This directive is designed to support the establishment of the County's new prevention infrastructure, including staffing and departmental support for both the Committee and PPCIT. Although the Task Force did not complete any deliverables immediately related to this new directive, this workflow is a direct response to findings, discussions, and recommendations from Phase 1, where the Task Force identified staffing challenges under structural barriers to coordinated service delivery and further requested that any new multi-departmental/Countywide structure be appropriately staffed and informed by departmental expertise.

2D. Governing Committee: Develop a cross-departmental staffing plan

TASK FORCE DELIVERABLES (continued):

See the following excerpts from the Task Force Phase 1 submission to the Board:

- “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 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).”
([Page 1, Attachment I: Executive Summary](#))
- **“Staffing and delivery:** A key challenge identified in prior County coordination efforts was not fully centering the view of community “users” – and instead using other factors and barriers to inform staffing decisions and the delivery for coordinated programming. The lessons learned regarding this challenge elevated the importance of taking a holistic and resident-centric view to service design, along with applying a lens of anti-racism, equity, and inclusion.” ([Page 45, Attachment III](#))

As included in the table on page 16 in Section 2 earlier in this document, **“Staffing for Coordination”** was defined as one of the 13 key coordinating functions necessary to achieve successful coordination and collaboration in a prevention and promotion system. As described in the Task Force submission to the Board, an effective governance structure would assign roles and responsibility for “Overseeing staffing allocation and HR support for prevention services staff who oversee coordination efforts.” ([Page 51, Attachment III](#))

BOARD DIRECTIVE:

2D. Governing Committee: Develop a cross-departmental staffing plan

TASK FORCE DELIVERABLES (continued):

When conducting their initial analysis of barriers and opportunities relevant to Governance Structure decision making, the Coordination working table of the Task Force provided the following considerations:

- “Recommendations must also include dedicated funding and staff time within departments to support multidepartment collaboration (e.g., to account for staff/funding needed for technological implementation, braided funding efforts, additional workloads), not only for the coordinating entity. (Page 2, [Memo: Coordination Table findings relevant to Governance Structure decision making](#))

Together, the findings above informed specific [recommendations](#) made by the Task Force when developing the proposal for a Prevention and Promotion Coordination Team [sic]:

- **“Recommendation 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.”

Detailed description excerpts:

- “PPCT would be a diverse, action oriented coordination team requiring budget and program analysts and consultants to help them dig in and map programs
- The departmental implementation teams would be resourced to support the implementation and ensure coordination and collaboration”
- ...
- “PPCT can provide the backbone support, staffing, and expertise to carry out and help ensure the success of priority initiatives identified among the 13 coordinating functions”
- “Provides capacity and capabilities that currently do not exist in the County, especially on a multidepartment basis”

While the Task Force did not discuss the full range of staffing planning necessary to establish a Governing Committee nor the Board’s final version of a Prevention and Promotion Coordination and Implementation Team (PPCIT), the findings and specific recommendations above may be useful to the Governing Committee as it completes this Board directive.

BOARD DIRECTIVE:

2D. Governing Committee: Develop a cross-departmental staffing plan

TASK FORCE FEEDBACK FOR COMMITTEE CONSIDERATION:

Task Force members offer the following considerations regarding a Staffing Plan:

- Consider how the County can leverage existing roles instead of simply adding additional layers of staff; there may be opportunities to remove existing barriers rather than only creating new programs
- When developing staffing roles and responsibilities it is important to consider the differences across departments and entities when it comes to size and their ability to absorb new work

BOARD DIRECTIVE:

2E. Governing Committee: Develop a comprehensive prevention and promotion spending plan

BOARD MOTION EXCERPT

- vi. In collaboration with the CEO, develop a comprehensive prevention and promotion programs and services annual spending plan. The CEO will present the Prevention and Promotion Services spending plan to the Board for consideration in the fiscal year immediately following the commencement of the Committee's work, as part of the County's regular budget process, and annually thereafter. The spending plan should include the following:
- a. Recommendations for coordinating local, state, and federal funding sources (e.g., managed care, California Advancing and Innovating Medi-Cal (CalAIM), Family First Prevention Services Act , etc.), as permitted by and in compliance with all laws, in order to maximize the application of funding sources for use in the delivery of prevention and promotion services.
 - b. Identify sources of new funding to expand the efforts documented as the most critical to effective prevention and promotion services.
 - c. Recommendations and an actionable plan for leveraging and braiding Countywide funding streams, while ensuring immigrant communities remain eligible for prevention and promotion services.
 - d. Identify and develop a comprehensive cross-departmental prevention and promotion programs and services gap analysis for consideration in the spending plan.
 - e. Yearly spending comparisons of Countywide prevention programming investments

This directive, a direct accompaniment to the **Programs and Services Plan** described in Section 2C, reflects a desire from County leaders (as indicated in both Board motions) to have greater visibility on the existing range of County programs, as well as clearer information on which programs and services are most necessary and/or effective to improve outcomes and reduce disproportionalities and disparities.

BOARD DIRECTIVE:

2E. Governing Committee: Develop a comprehensive prevention and promotion spending plan

TASK FORCE DELIVERABLES:

Funding Streams Analysis and Program Inventory

The Task Force’s Phase 1 **Funding Streams Analysis and Program Inventory**, in which ARDI staff and consultants partnered with CEO Budget and departmental staff, gathered and analyzed a list of 528 County programs relating to prevention. The Task Force’s program inventory will need to be updated to reflect budget data for the current and upcoming fiscal years, especially because several departments did not submit complete data to the Task Force. ARDI staff have additionally been working with CEO and other County staff to compile domain-specific program inventories and will share these materials with the Committee as well.

To review the Task Force’s high-level analysis of County prevention programs, please see pages [61-69 of Attachment III](#), titled **Compiling a Program Inventory and Reviewing Funding Streams**.

DIRECTIVE 2: FUNDING STREAMS ANALYSIS

To meet this directive, the Task Force conducted a comprehensive Countywide funding streams analysis, with information provided by impacted departments and reviewed by CEO Budget, the areas existing funding available for Countywide prevention services to support the implementation include:

- Compiling a Program Inventory
- Identifying Barriers

COMPLYING REVIEWING

In late 2021, ARDI and Countywide survey of Health Services Unit Operations (OFS) are within each of the following:

Departmental staff will provide related information and feedback prior to action, staff will provide related information by prevention tier:

- Primary prevent before they occur
- Secondary prevent more likely to occur
- Tertiary prevent occurred in an effort

The survey requires:

- Program Name
- Program Description
- Prevention Level
- FY 2020-21 Actual
- FY 2021-22 Budget
- Funding Source
- Identification of restricted

II. MEETING OUR DIRECTIVES
Directive 2: Funding Streams Analysis

NUMBER OF SELF-REPORTED PREVENTION PROGRAMS BY ORGANIZATION
Prevention levels were self-identified (October 2022)

Organization	Primary	Secondary	Tertiary	Multiple
ADHS	1	0	0	0
ADHS - Child Welfare	1	0	0	0
ADHS - Family Violence	1	0	0	0
ADHS - Health Services	1	0	0	0
ADHS - Homeless Services	1	0	0	0
ADHS - Substance Use	1	0	0	0
ADHS - Youth Services	1	0	0	0
ADHS - Adult Services	1	0	0	0
ADHS - Senior Services	1	0	0	0
ADHS - Disability Services	1	0	0	0
ADHS - Community Services	1	0	0	0
ADHS - Behavioral Health	1	0	0	0
ADHS - Mental Health	1	0	0	0
ADHS - Substance Use Treatment	1	0	0	0
ADHS - Tobacco Use	1	0	0	0
ADHS - Alcohol Use	1	0	0	0
ADHS - Injury Prevention	1	0	0	0
ADHS - Suicide Prevention	1	0	0	0
ADHS - Domestic Violence	1	0	0	0
ADHS - Sexual Assault	1	0	0	0
ADHS - Elder Abuse	1	0	0	0
ADHS - Child Abuse	1	0	0	0
ADHS - Adult Abuse	1	0	0	0
ADHS - Senior Abuse	1	0	0	0
ADHS - Disability Abuse	1	0	0	0
ADHS - Community Abuse	1	0	0	0
ADHS - Behavioral Abuse	1	0	0	0
ADHS - Mental Abuse	1	0	0	0
ADHS - Substance Abuse	1	0	0	0
ADHS - Tobacco Abuse	1	0	0	0
ADHS - Alcohol Abuse	1	0	0	0
ADHS - Injury Abuse	1	0	0	0
ADHS - Suicide Abuse	1	0	0	0
ADHS - Domestic Abuse	1	0	0	0
ADHS - Sexual Abuse	1	0	0	0
ADHS - Elder Abuse	1	0	0	0
ADHS - Child Abuse	1	0	0	0
ADHS - Adult Abuse	1	0	0	0
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ADHS - Suicide Abuse	1	0	0	0
ADHS - Domestic Abuse	1	0	0	0
ADHS - Sexual Abuse	1	0	0	0
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ADHS - Sexual Abuse	1	0	0	0
ADHS - Elder Abuse	1	0	0	0
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BOARD DIRECTIVE:

2E. Governing Committee: Develop a comprehensive prevention and promotion spending plan

TASK FORCE DELIVERABLES (continued):

Findings on Barriers to Budget Coordination and Strategic Funding Sustainability

In addition to the programmatic analysis, ARDI and consultant staff engaged in key informant interviews with members of the Chief Executive Office’s Budget and Operations Management Branch, the Office of Child Protection, the Alliance for Health Integration, Auditor-Controller, the Department of Children and Family Services, Homeless Initiative, and County Counsel. These discussions focused on existing budgeting and reporting processes, information availability and accuracy, specifically as it relates to funding for prevention and promotion efforts, as well as suggestions or recommendations for consideration when conducting a comprehensive funding streams analysis.

Through this process, the Task Force identified **Barriers to Budget Coordination and Strategic Funding Sustainability**, noting that “The County currently lacks several technological, logistical, and staff capabilities needed to conduct multi-departmental budget analysis and strategic planning for prevention and promotion programs.” These barriers include data and information limitations, challenges with funding streams expertise, funding limitations and opportunities, and contracting and other bureaucratic processes.

Please see pages [70-73 of Attachment III](#) to review these findings in greater detail.

II. MEETING OUR DIRECTIVES
Directive 2: Funding Streams Analysis

IDENTIFYING BARRIERS TO BUDGET COORDINATION AND STRATEGIC FUNDING SUSTAINABILITY

Over the course of the funding streams analysis, the ARDI staff and consultants identified several structural barriers to managing budget coordination and strategic funding sustainability across multi-departmental prevention and promotion services. These findings were further validated by conversations with County staff and consultants with budgeting expertise in multiple service areas and departments. Below are barriers identified throughout this process, which have complicated the Task Force’s ability to complete a fully informed funding streams analysis.


The County currently lacks several technological, logistical, and staff capabilities needed to conduct multi-departmental budget analysis and strategic planning for prevention and promotion programs:

DATA AND INFORMATION LIMITATIONS

- During discussions on branding and blending funding with CEO Budget, departmental staff, and initiative staff, the ARDI team identified a need to strengthen reporting mechanisms to increase visibility on programmatic uses of funds.
- The County’s technology platform for budget tracking by CEO budget staff doesn’t currently track programs or funding streams to their specific functional uses. For example, CEO budget staff do not currently tag programs as “prevention” or “promotion” services. Additionally, while the County budget staff currently require a tag for ATI funding in the system, this tag doesn’t extend to prevention and promotion related programs. As a result, the information compiled in this funding streams analysis was self-reported on a department-by-department basis.
- Because this was a new request to departments, gaps exist in requested versus provided information. For instance, ten (10) programs did not submit data on the budgeted amount for 2022-23, and some departments may have varied in their interpretation of which programs are considered to be prevention-oriented. There were also gaps regarding level of detail in the survey’s responses. Many programs provided the names of funding sources but did not break the funding sources down by dollar amount.

CHALLENGES WITH FUNDING STREAMS EXPERTISE

- Currently, subject matter expertise relating to various aspects of budgeting, funding, and their uses are fractured among different individuals.
 - For example, CEO Budget is able to provide information on budgets, but may not always have the [line item](#) detail related activities.
 - Program analysts within departments understand the funding their department but may be unaware of funding streams at a broader level that may be available for similar activities. They also may be unaware of, or claiming opportunities that have not customarily been available to them.



BOARD DIRECTIVE:

2E. Governing Committee: Develop a comprehensive prevention and promotion spending plan

TASK FORCE DELIVERABLES (continued):

In response to the findings summarized on the previous page, the Task Force noted:

- “The County requires increased visibility at both the CEO and departmental level into funding streams for and across programs;
- A governance structure for prevention and promotion should include the ability to coordinate across department-specific programs and identify strategies to leverage and maximize both restricted and unrestricted funding sources. These include guidelines for coordination, collaboration, and decision-making authority; and
- Based on the current limitations in capability and capacity, there may be an opportunity for the CEO Budget Office to work with departments to play a more strategic role in tracking and coordinating across funding streams for prevention.”

In order to execute the Spending Plan directive above, the Committee will need to navigate and address these barriers in partnership with departmental staff.

BOARD DIRECTIVE:

2E. Governing Committee: Develop a comprehensive prevention and promotion spending plan

TASK FORCE FEEDBACK FOR COMMITTEE CONSIDERATION:

Members offer the following considerations regarding the Spending Plan:

- In addition to developing new programs and services, there is a key opportunity to ensure that the County invests more in community engagement and culturally-appropriate outreach so that residents know what programs and services currently exist and how to access them. These outreach and engagement processes must include interpretation and translation across the County's threshold languages (but also other languages and dialects) to ensure equitable access to and knowledge about County services.
- As described in Section 2C of this document (Programs and Services Plan), there is also an opportunity to incorporate the new vision, model, and guiding principles in Countywide planning regarding programs and services, as well as aligning spending priorities with the Committee's recommended outcomes and metrics.
- While departments already report new programs and services gaps and opportunities to the CEO Budget and Operations Management Branch, new capabilities to increase flexibility, braiding, and blending of County funds are significant and critical to ensure that the County is most effectively leveraging existing resources.

BOARD DIRECTIVE:

2F. Governing Committee: Coordinate and consolidate a prevention and promotion policy agenda

BOARD MOTION EXCERPT

vii. In partnership with the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative and CEO – Legislative Affairs and Intergovernmental Relations, coordinate and consolidate a Countywide prevention and promotion annual policy agenda at federal, state, and local levels to advance prevention and promotion outcomes.

This Board directive is directly paired with the PPCIT directive summarized in Section 3B of this summary document to conduct legal, policy, and regulatory analyses.

TASK FORCE DELIVERABLES:

Findings on Consolidated, Multi-departmental Efforts to Address Legal, Policy, and Regulatory Barriers

The directives on legal, policy, and regulatory analyses are rooted in findings and discussions from Task Force efforts launched by the Coordination working table's [initial analysis](#) of **Operational Barriers to Coordinated Service Delivery**, where table members indicated there has been a missed opportunity (and existing lack of collective action) to better consolidate requests as a County to advocate for changes to state or federal policy and other funding source requirements.

BOARD DIRECTIVE:

2F. Governing Committee: Coordinate and consolidate a prevention and promotion policy agenda

TASK FORCE DELIVERABLES (continued):

The analyses of Operational barriers led to two [recommendations](#) officially adopted by the Task Force relating to its initial proposal for a Prevention and Promotion Coordination Team [sic]:

- **“Recommendation 1e:** Direct PPCT to coordinate and consolidate a prevention and promotion policy agenda across departments and initiatives.
 - **Description:** PPCT will work with departments (and CEO - Legislative Affairs) to identify and consolidate policy advocacy requests at federal, state, and local levels. (This is especially important in light of expiring COVID/state of emergency powers impacting current operations and services.)
 - **Rationale:** County policy agendas are frequently populated with recommendations posed by department staff without a cross-departmental lens or knowledge. Coordination of a prevention and promotion policy agenda would provide an opportunity to consider recommendations holistically, i.e., their potential impact – good and bad – across multiple departments, populations, and issue areas.

- **“Recommendation 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.
 - **Description:** PPCT, in coordination with County Counsel, will share review strategies across departments and convene departmental subject matter experts to come together to review and discuss interpretations of certain rules, regulations, and other processes to ensure consistency across departments, including strategies to support community and organizations more flexibly. PPCT will review and share best practices informed by external jurisdictions. PPCT will document and evaluate the effectiveness of integrated funding pilots and other efforts.
 - **Rationale:** Consistent interpretations of regulatory functions and legal requirements will enable the County to explore opportunities, best practices, and underutilized strategies to leverage funding streams, streamline eligibility and better serve clients, and advocate for policy change when needed.

While the new Board motion assigned final oversight for the Policy Agenda under the Governing Committee (in partnership with ARDI and CEO-Legislative Affairs and Intergovernmental Relations), PPCIT was named the entity responsible for convening departments and conducting cross-departmental legal, policy, regulatory analyses that will inform the requests made under the Policy Agenda.

BOARD DIRECTIVE:

2G. Governing Committee: Develop a robust community engagement and outreach plan

BOARD MOTION EXCERPT

viii. In partnership with the ARDI Initiative, develop a robust community engagement and outreach plan that involves a diverse geographic representation of people with lived experience, service providers, clients, and other stakeholders to advance prevention and promotion outcomes. Report back in writing in 180 days on recommendations for the development of a Prevention Community Advisory Group, consisting of a diverse group of individuals, including youth and people with disabilities, older adults, representing a range of lived experience, and identities, from all five supervisorial districts, and a plan for compensation.

TASK FORCE DELIVERABLES:

Community perspectives will continue to be essential for the success and efficacy of the County's prevention efforts. To help achieve the Board's charge of a community-based prevention services delivery system, the Task Force developed a community engagement process with multiple strategies to reach, partner with, and co-create solutions with community members and community-based service providers who hold lived expertise. The directive above is a continuation of these efforts, which are briefly described below.

Task Force Community Engagement Principles

First, the Task Force collaboratively developed a set of community engagement principles, which were adapted from and developed with the consultation of members, County staff, and community members:

- **Practice Humility** to foster true and mutual co-learning.
- **Acknowledge History**, including policies, systems, and structures and the populations they have harmed or benefitted.
- **Invite In**, by identifying relevant stakeholders and making it easy for them to engage.
- **Demonstrate Respect** for those with differing perspectives, including by incorporating feedback and considerations.
- **Communicate** to set clear expectations for timelines, objectives, and outcomes.

BOARD DIRECTIVE:

2G. Governing Committee: Develop a robust community engagement and outreach plan

TASK FORCE DELIVERABLES (continued):

Summary of Community Engagement Process

**DIRECTIVE 3:
COMMUNITY-BASED SERVICE
DELIVERY SYSTEM**

This directive describes the multiple activities the Task Force conducted to develop recommendations for how the County can strengthen, evaluate, and center community-based service delivery across its prevention and promotion system.

- Community Engagement Process (Ongoing)
- Addressing Operational Barriers to Community-Based Delivery
- User Journey Mapping

COMMUNITY ENGAGEMENT PROCESS


Community perspectives have been and will continue to be essential for the success and efficacy of this initiative. To help achieve the Board's charge of a community-based prevention services delivery system, the Task Force developed a community engagement process with multiple strategies to reach, partner with, and co-create solutions with community members and community-based service providers who hold lived expertise.

The following provides an overview of the community engagement principles and varied strategies laid out by this process, many of which are ongoing and subject to change as the Task Force, other County entities, and community stakeholders continue to advance this initiative.

The Task Force collaboratively developed a set of community engagement principles, which were adapted from and developed with the consultation of members, County staff, and community members:

- **Practice Humility** to foster true and mutual co-learning.
- **Acknowledge History**, including policies, systems, and structures and the populations they have harmed or benefited.
- **Invite In**, by identifying relevant stakeholders and making it easy.
- **Demonstrate Respect** for those with differing perspectives, include feedback and considerations.
- **Communicate** to set clear expectations for timelines, objectives, and outcomes.

1 We particularly acknowledge Manuel Carrizosa, Deputy Director of the City of Pasado for sharing and allowing us to adapt several of his best practices.



To review a summary of the **Community Engagement Process** submitted to the Board in April 2023, including the status of the various activities, please see [pages 74-76 of Attachment III](#).

This summary organizes the Task Force's community engagement activities into four overarching categories:

- **Participatory Decision Making and Power Sharing**
- **Gathering Community-Defined Evidence with Priority Populations**
- **Inclusion, Access, and Communication**
- **Community Consultation and Alignment**

The Task Force launched activities in multiple categories and the Governing Committee can extend those efforts within its new Community Engagement and Outreach Plan. These efforts include multiple strategies to gather community-defined evidence to inform program design and coordinated service delivery, such as focus groups, panels, and other documented testimonials from community members who have experience navigating and accessing County services. This also includes User Journey Mapping, a Board directive assigned to PPCIT in the motion. (See section 3A.)


To review a full-length version of the Task Force's initial Community Engagement Process Plan, developed and shared publicly in July 2022, please see [this document](#) to the left.

OFFICE OF PREVENTION SERVICES TASK FORCE
Community Engagement Process

This working document details the ongoing Community Engagement Process for the Office of Prevention Services Task Force and its three working tables. Per the [Board motion](#), establishing the Task Force, the planning process "must include a 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." The plan below is subject to change to adapt to the needs of the Task Force and working tables as they seek to continually improve and increase community engagement.

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Office of Prevention Services Task Force
Community Engagement Process
Updated: July 14, 2022

BOARD DIRECTIVE:

2G. Governing Committee: Develop a robust community engagement and outreach plan

TASK FORCE DELIVERABLES (continued):

Findings on Barriers to Community-Based Delivery


II. MEETING OUR DIRECTIVES
Directive 3: Community-Based Service Delivery System

ADDRESSING OPERATIONAL BARRIERS TO COMMUNITY-BASED DELIVERY

When analyzing operational barriers to coordinated service delivery, the Coordination table simultaneously identified barriers hindering community-based delivery of the County's existing prevention services. ARDI staff and consultants also recorded additional barriers identified from other Task Force discussions, stakeholder interviews, and the Task Force's community survey (see Exhibit H).

The barriers identified include:

- **User navigation barriers**, which hinder multi-departmental coordination across services, currently prevent many residents from accessing the array of available services. These barriers include, but are not limited to, accessible physical locations, varied application processes, internet access, and language access, and don't just make it difficult for individuals to obtain the resources they need; they also make it difficult for service providers – both County and community organizations – to support residents holistically and ensure continuity of care. According to the Task Force's community survey, 65% of residents say it is "extremely hard" or "somewhat hard" to access the prevention and promotion services they need, as opposed to 30% of surveyed County staff who believed it was extremely or somewhat hard for LA County residents to access these services. This disconnect speaks to the need to explore how to address barriers to accessing county prevention and promotion services.
- **Whether due to constraints in program design and/or budget limitations**, there is a need to **tailor services to client needs**, especially across languages spoken and culturally-appropriate and community-specific services. Of the 872 participants who completed the Task Force Survey, forty-six percent (46%) of residents indicated that they desired more culturally or community-specific resources. Fifty-two percent (52%) said that they wanted to see more staff who reflect and can serve community needs through better training, increased language access, and represented lived experience.
- **Among many communities, including communities of color**, there may be **distrust of and/or hesitancy to engage with government systems**. This is often rooted in historical and ongoing marginalization and negative lived experiences, including unresolved harm or trauma that may have been caused by County government entities and/or policies.
- **Although several departments have developed relationships and partnerships with residents, workers and community organizations in recent years**, there is still an **ad hoc approach to community partnerships** when looking at practices [Countdown.Mat.org](#). Departments may have their own community engagement, coordination, and community building processes. This often means residents and community members must navigate across multiple systems and policy guidelines with different departments and programs, resulting in confusion, frustration, and it also privileges a small cadre of residents and providers who are experienced in navigating County complexities.



The Task Force also studied and identified **Operational Barriers to Community-Based Delivery**, including user navigation barriers, a need to tailor services to client needs, an ad hoc approach to community partnerships, racial disproportionality and disparities, and distrust of and/or hesitancy to engage with government systems. To review, please see [pages 77-80 of Attachment III](#).

It may also be helpful to review the **Contextualizing Prevention and Promotion Through an Anti-Racist and Historical Lens**, on [pages 18-27 of Attachment III](#), which provides an overview of current and historical policies, programs, and events that shape prevention and promotion in our region today.

There is also an opportunity to incorporate the County's new **vision, model, and guiding principles** for prevention and promotion into the Committee's Community Engagement and Outreach Plan. Indeed, when recommending these items to the Board, the Task Force recommended that the County "seek additional community input" and "disseminate [them] widely among staff, service providers, and community." (See Section 1 of this summary document for more information about these materials.)

TASK FORCE FEEDBACK FOR COMMITTEE CONSIDERATION:

Task Force members offer the following considerations regarding Community Engagement:

- There may be an opportunity to broaden outreach and partnerships across language communities and community-based organizations, including faith-based organizations and through existing County engagement bodies.
- Genuine community engagement must go beyond "cherry-picking" residents to serve as lived expertise members, but rather incorporating and including diverse opinions and experiences throughout decision making and programmatic design

BOARD DIRECTIVE:

2H. Governing Committee: Develop operational management plans and agreements

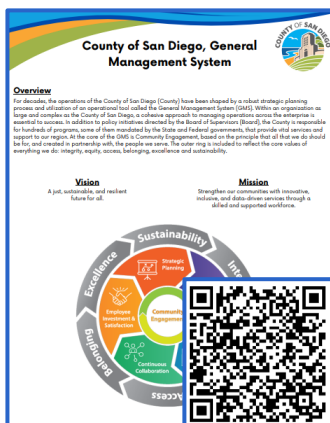
BOARD MOTION EXCERPT

- ix. Within 180 days, develop the operational management plans and agreements by identifying departmental roles, commitments, timelines, metrics, and milestones needed to achieve selected prevention and promotion outcomes.
 - a. Semi-annually, the Committee Chairperson shall provide the Board with an update on Countywide performance based on the established prevention and promotion outcomes and metrics as well as departmental performance.
 - b. The Committee will have full authority to obtain all necessary data and information from County departments and the entities as permitted by law, to complete its work.

TASK FORCE DELIVERABLES:

Operational management plans can build upon Task Force efforts to analyze and identify key **coordinating functions** for which departments must also establish mutual collaboration agreements and oversight protocols. (See Section 2 earlier in this summary document for a full table of these functions.)

The Task Force has also recently analyzed the use of similar operational management agreements in other jurisdictions and how they can be utilized to facilitate coordination and collaboration across departments and programs, including in places such as San Diego County.



See: Information regarding the County of San Diego General Management System ([slides 6-7, San Diego County Site Visit Pre-Reading Packet](#)), as well as more information on their County [website](#) that was previously shared with Task Force members.

BOARD DIRECTIVE:

3) Establish the Prevention and Promotion Coordination and Implementation Team

BOARD MOTION EXCERPT

4. Direct the Executive Director of Racial Equity, in collaboration with the Committee Chair, to establish and oversee the Prevention and Promotion Coordination and Implementation Team (PPCIT) and, in consultation with the Board, identify and select a Project Manager and team, as well as where the PPCIT should ultimately be placed.
5. Direct all relevant County departments, including but not limited to those listed as initial members of the Committee along with LACOE, DHS, DEO and OCP to provide high level- decision making staffing support with subject matter expertise to serve on the PPCIT and to inform recommended policies, procedures, and practices relating, but not limited, to budgeting and spending planning, human resources, program design and administration, legal analysis, equitable contracting, program monitoring, data sharing and evaluation, and other issues related to coordination and completion of tasks within their Departments as well as collaboration across Countywide prevention and promotion entities.

TASK FORCE DELIVERABLES:

Task Force Proposal/Recommendations to Create a Prevention and Promotion Coordination Team (PPCT)

The establishment of the Prevention and Promotion Coordination and Implementation Team (PPCIT) is a direct response to a detailed Task Force proposal to create a Prevention and Promotion Coordination Team (PPCT), as submitted in its April 2023 recommendations to the Board.

Through learnings from Task Force and table discussions, as well as feedback from key stakeholders, the ARDI staff developed a proposal for a team intended to guide, support, and/or implement several action-oriented recommendations. This proposal was then refined and formally adopted by Task Force members.

3) Establish the Prevention and Promotion Coordination and Implementation Team

TASK FORCE DELIVERABLES (continued):

Importantly, it was not the intent of the Task Force to have PPCT serve as a long-term governance structure solution for the County’s prevention system. Instead, PPCT was designed to strengthen key coordinating capabilities that Task Force members identified and agreed could improve the County’s ability to serve residents holistically across prevention and promotion domains.

II. MEETING OUR DIRECTIVES
Directive 1: Governance Structure and Coordinated Service Delivery

CONCEPTUALIZING A PREVENTION AND PROMOTION COORDINATION TEAM (PPCT)

Through learnings from Task Force and table discussions, as well as feedback from key stakeholders, the AUDA staff developed a proposal for a Prevention and Promotion Coordination Team (PPCT) intended to guide, support, and/or implement several action-oriented recommendations. A majority of Task Force members have voted to adopt four recommendations relating to PPCT and supporting the creation of this team.

The Task Force notes that this recommendation is not intended to serve as a long-term governance structure solution for the County’s prevention system. Instead, this recommendation was designed to strengthen key coordinating capabilities that Task Force members identified and agreed could improve the County’s ability to serve residents holistically across prevention and promotion domains.

While a strong majority of the Task Force members voted to adopt each of the recommendations relating to PPCT, there were some concerns related to this recommendation that are important to note. For example, some members:

- Emphasized that their support for the PPCT recommendations below were contingent on simultaneously investing resources in departments to work alongside PPCT staff (via the departmental leads and implementation teams described below); and/or
- Agreed that strengthening coordinating functions could improve the County’s ability to deliver prevention and promotion services but preferred that the investments be directed to strengthen capacity within departments rather than creating a new centralized body.


The detailed voting record across each recommendation, including those relating to PPCT, can be found in the last page of the **Recommendations** document concurrently submitted to the Board.

PPCT: A COORDINATION TEAM TO SUPPORT IMMEDIATE OPERATIONAL NEEDS

What is the Prevention and Promotion Coordination Team (PPCT)?

PPCT would be a small diverse, action-oriented coordination team comprised of CEO staff, departmental leadership, and departmental staff providing guidance on the implementation of action-oriented recommendations. PPCT would increase coordination and collaboration among relevant County departments.

- PPCT staff would include budget, program, and policy analysts within the county system for prevention and promotion.
- Departments would be given additional resources to support specific implementation teams charged with moving forward the various recommendations.



As described in the Task Force’s proposal in Attachment III, “PPCT would have dedicated staff at the Countywide level who would work collaboratively and offer capacity and capabilities needed to support multi-departmental efforts to implement Task Force recommendations. Together, PPCT staff, along with departmental leadership and staff, would provide the backbone support and expertise to carry out and help ensure the success of priority initiatives within the 13 coordinating functions identified by the Task Force...”

To review the full Task Force concept for a PPCT, please see [pages 56-60 of Attachment III](#), as well as [recommendations](#) 1d, 1e, 1f, 1g, and 2a submitted to the Board with detailed descriptions and rationale.

BOARD DIRECTIVE:

3) Establish the Prevention and Promotion Coordination and Implementation Team

TASK FORCE DELIVERABLES (continued):

Changes in Responsibilities Between Task Force Proposal and Board Motion (PPCT vs. PPCIT)

When submitting its recommendations to the Board in April 2023, the Task Force designated several coordinating activities to the PPCT. However, the new motion allocates some of these responsibilities to the Committee and others to the PPCIT. The table below summarizes some of these minor changes below:

Activities Prescribed to PPCT in Task Force Proposal/Recommendations (April 2023 Board submission)	Entities Named Responsible for this Activity in the July 2023 Board motion
Recommendation #1e: Direct PPCT to coordinate and consolidate a prevention and promotion policy agenda across departments and initiatives.	Governing Committee (in partnership with ARDI and CEO – Legislative Affairs and Intergovernmental Relations) (See document Section 2F)
Recommendation #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.	PPCIT (in consultation with County Counsel); modified to “legal, policy, and regulatory analysis” (See document Section 3B)
Recommendation #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.	PPCIT (See document Section 3A)
Recommendation #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.	Governing Committee (in collaboration with CEO); adapted into “spending plan” (See document Section 2E)

As of October 27, 2023, ARDI staff and temporary Committee support staff are currently developing a work plan and process flow to determine appropriate roles and responsibilities to support the completion of the various Board directives, including but not limited to those listed above.

BOARD DIRECTIVE:

3A. PPCIT: Complete user journey mapping of customer experiences

BOARD MOTION EXCERPT

- i. Complete user journey mapping of customer and client experiences navigating County programs and systems to identify opportunities to address issues relating to resource navigation, data sharing, the time-tax, no-wrong-door approaches, racial disproportionality and disparities in user access, and their impact on prevention and promotion outcomes.

TASK FORCE DELIVERABLES:

Inventories of Existing User Journey Mapping Efforts

User journey mapping is a continuation of Task Force Phase 1 efforts. During its initial examination of operational barriers to coordinated service, the Coordination working table compiled an inventory of existing user journey and service navigation experiences previously collected by County departments and initiatives. This includes materials shared by Thriving Families Safer Children, Department of Mental Health, CEO – Homeless Initiative, Department of Children and Family Services, the Children’s Data Network, Office of Child Protection, and Department of Public Health.

As of September 29, 2023, ARDI staff are currently working with Task Force members to compile additional user journey and navigation analysis inventories as part of the Task Force’s focus area/domain research and program inventory. All relevant materials will be shared with PPCIT staff in support of this directive.

TASK FORCE FEEDBACK FOR COMMITTEE CONSIDERATION:

Task Force members offer the following considerations regarding user navigation:

- There may be an opportunity to broaden existing coordinating efforts within and across departments to provide service navigation support to residents. One example includes an ongoing partnership between the Justice, Care, and Opportunities Department (JCOD) and IBM to offer CareConnect, a service and bed availability navigator application.
- Members highlight the importance of identify priority target populations when conducting this user journey mapping work, to ensure that groups including people with disabilities, transition aged youth, and older adults have their needs met through care coordination and removing barriers to access.

BOARD DIRECTIVE:

3B. PPCIT: Conduct comprehensive legal, policy, and regulatory analyses

BOARD MOTION EXCERPT

- ii. In consultation with County Counsel, create and monitor on an ongoing basis, a comprehensive legal, policy, and regulatory analysis, including efforts to address barriers to leverage and braid funding, and coordinate procurement and data sharing for cross-departmental programming
 - a. This analysis should include any relevant draft policy change recommendations that must be adopted or authorities that must be expressly granted by the Board.

This Board directive is directly paired with the Governing Committee directive summarized in Section 2F of this summary document to coordinate and consolidate a prevention and promotion policy agenda.

TASK FORCE DELIVERABLES:

Findings on Consolidated, Multi-departmental Efforts to Address Legal, Policy, and Regulatory Barriers

Both this directive and the Governing Committee's directive to create a policy agenda reflect findings and discussions from Task Force efforts launched by the Coordination working table's [initial analysis](#) of **Operational Barriers to Coordinated Service Delivery**, where table members indicated there has been a missed opportunity (and existing lack of collective action) to better consolidate requests as a County to advocate for changes to state or federal policy and other funding source requirements.

3B. PPCIT: Conduct comprehensive legal, policy, and regulatory analyses

TASK FORCE DELIVERABLES (continued):

The analyses on operational barriers led to two [recommendations](#) officially adopted by the Task Force relating to its initial proposal for a Prevention and Promotion Coordination Team [sic]:

- **“Recommendation 1e:** Direct PPCT to coordinate and consolidate a prevention and promotion policy agenda across departments and initiatives.
 - **Description:** PPCT will work with departments (and CEO - Legislative Affairs) to identify and consolidate policy advocacy requests at federal, state, and local levels. (This is especially important in light of expiring COVID/state of emergency powers impacting current operations and services.)
 - **Rationale:** County policy agendas are frequently populated with recommendations posed by department staff without a cross-departmental lens or knowledge. Coordination of a prevention and promotion policy agenda would provide an opportunity to consider recommendations holistically, i.e., their potential impact – good and bad – across multiple departments, populations, and issue areas.

- **“Recommendation 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.
 - **Description:** PPCT, in coordination with County Counsel, will share review strategies across departments and convene departmental subject matter experts to come together to review and discuss interpretations of certain rules, regulations, and other processes to ensure consistency across departments, including strategies to support community and organizations more flexibly. PPCT will review and share best practices informed by external jurisdictions. PPCT will document and evaluate the effectiveness of integrated funding pilots and other efforts.
 - **Rationale:** Consistent interpretations of regulatory functions and legal requirements will enable the County to explore opportunities, best practices, and underutilized strategies to leverage funding streams, streamline eligibility and better serve clients, and advocate for policy change when needed.

While the new Board motion assigned final oversight for the Policy Agenda under the Governing Committee (in partnership with ARDI and CEO-Legislative Affairs and Intergovernmental Relations), PPCIT was named the entity responsible for convening departments and conducting cross-departmental legal, policy, regulatory analyses that will inform the requests made under the Policy Agenda.

BOARD DIRECTIVE:

3C. PPCIT: Develop a Countywide prevention and promotion services delivery data plan and program

BOARD MOTION EXCERPT

- iii. To aid in facilitating the production of relevant cross-department data, collaborate with the CIO and County Counsel, to develop and recommend to the Board a Countywide prevention and promotion services delivery data plan and program to coordinate crossdepartmental collaboration and services and:
 - a. Produce the necessary cross-departmental data sharing reports (e.g., dashboards), develop a universal data sharing customer and client authorization, to be used by all relevant County Departments and build upon previous and ongoing County efforts regarding client consent (e.g., Whole Person Care, CalAIM, Enterprise Linkages Program, etc.). In collaboration with County Counsel, execute data sharing agreements across departments in support of this directive.
 - b. Formalize a Countywide framework to facilitate referrals and a “no-wrong door” approach to service delivery, with guidelines, rules, and shared agreements relating to this coordinated approach, as well as privacy and data consent.

TASK FORCE DELIVERABLES:

Findings on the Importance of Data Sharing and Integration to Facilitate Coordinated Service Delivery

Data systems and integration regularly emerged throughout discussions within the Task Force and all three working tables. For example, the Task Force noted that:

“In the Coordination and Disproportionality tables, multiple stakeholders elevated the importance of integrated data systems and data sharing for three key purposes: (a) enabling both County and external providers to assist residents in navigating and accessing benefits available to them; (b) offering these providers additional information about clients so they can better serve them; and (c) enabling the County to monitor life course outcomes across County service areas/populations and conduct strategic planning to address trends and disparities across populations. Meanwhile, the Framework table briefly discussed governance considerations relating to data, including across these three use cases as well as under two of the 13 identified Coordinating Functions.” ([Attachment III, page 89](#))

BOARD DIRECTIVE:

3C. PPCIT: Develop a Countywide prevention and promotion services delivery data plan and program

TASK FORCE DELIVERABLES (continued):

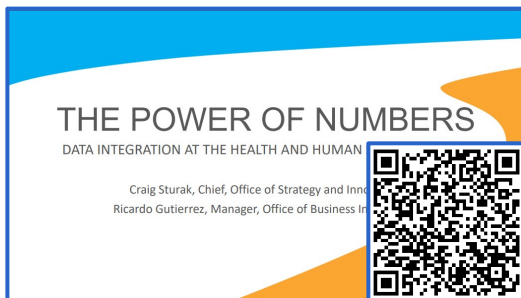
Task Force Recommendations and Additional Learnings Relating to Data Sharing and Integration

These findings and additional Task Force discussions are further reflected in two relevant [Task Force recommendations](#):

- **Recommendation 3a:** “Support CIO – in consultation with CEO and 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.”
- **Recommendation 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.”



Acting Chief Information Officer Peter Loo was added as an official member of the Task Force in April 2023, and during that month’s meeting he presented on a [Platform Approach for Prevention Services](#), a summary of ongoing CIO efforts to partner with departments to effectuate a constituent engagement platform for service delivery.



Recent Task Force discussions relating to data sharing and integration have also involved studying similar efforts in San Diego County. During the Task Force’s site visit in August 2023, [San Diego’s Office of Strategy and Innovation](#) shared their data integration efforts with Task Force representatives, including customer record linkage, dashboards, GIS/mapping visualization, and data sharing agreements.

BOARD DIRECTIVE:

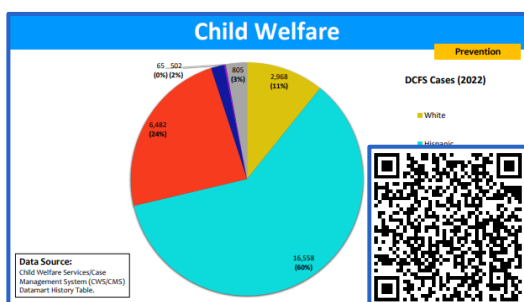
3C. PPCIT: Develop a Countywide prevention and promotion services delivery data plan and program

TASK FORCE DELIVERABLES (continued):

Dashboard on County Prevention and Promotion Indicators for Committee Review

As of September 29, 2023, ARDI and the Internal Services Department (ISD) began to assemble a County prevention and promotion dashboard featuring indicators and metrics across domains. Task Force members provided feedback on functionality and use cases for this dashboard, and ARDI staff are collecting information from members regarding existing metrics and dashboards currently in use. These materials will be shared with the PPCIT in support of this directive.

Data on Disproportionalities and Disparities Across County Service Areas/Domains



Related to this Dashboard effort, at the June 2, 2023, meeting of the Task Force, ARDI staff presented on [disproportionality and disparities data](#) relating to three potential domains: child and family well-being, homelessness and housing, and justice and safety.

ARDI staff also prepared an attachment with [additional data on racial disproportionalities and disparities](#) across other domains, including economic opportunity, housing, mental health, education, aging, disability, human relations, food & nutrition, and physical health.

TASK FORCE FEEDBACK FOR COMMITTEE CONSIDERATION:

Additionally, Task Force representatives from the Justice, Care, and Opportunities Department wish to elevate the existence of an LA County “Authorization for the Use and Disclosure of Health and Social Service Information.” According to JCOD, this authorization provides consent to share the individual’s information as needed across a wide variety of entities (e.g., DPH-SAPC, providers, and Medi-Cal Managed Care Plans) and has been vetted by various departmental County Counsels

Members also elevate the importance of improving data collection, quality, accuracy, and disaggregation for various populations, including people with disabilities, LGBTQ+ people, and linguistic and ethnic minority groups (e.g., Armenian, Jewish, Middle Eastern and North African, Afro-Latina/e/o/x peoples).

BOARD DIRECTIVE:

3D. PPCIT: Incorporate a comprehensive prevention and promotion programs and services contracting plan

BOARD MOTION EXCERPT

- iii. Work with the Internal Services Department and the Equity in County Contracting unit to incorporate a comprehensive prevention and promotion programs and services contracting plan for consideration by the Board. The contracting plan should include the following:
 - a. A timeline for coordinating programming and the associated procurement plan.
 - b. A programming prioritization plan, by key focus areas, with principal considerations given to data on racial disproportionalities and disparities, an inventory of existing programming, community interest and priorities, and County priorities.
 - c. Utilization of a centralized contracting mechanism to effectuate a comprehensive community-based prevention services delivery system.

TASK FORCE DELIVERABLES:

Task Force Findings on Barriers to Contracting and Coordinated Service Delivery

During its Phase 1 efforts, the Task Force identified “**Contracting**” as one of the key coordinating functions necessary for effective governance, defined as “leading contract efforts with partner organizations (e.g., NGOs and service providers) in addition to contracts with vendors and other partners.” In addition, the Task Force also identified “**Partnering with Community Organizations**” as another function, defined as “Establishing and managing partnerships with external community-based service providers who already provide holistic prevention services.”

BOARD DIRECTIVE:

3D. PPCIT: Incorporate a comprehensive prevention and promotion programs and services contracting plan

TASK FORCE DELIVERABLES (continued):

The Task Force determined that challenges relating to contracting were a major operational barrier to coordinated service delivery across departments. As described in the Funding Streams Analysis of Attachment III:

- “Requirements mandated by funding sources can further complicate the County’s existing processes and slow down efforts to collaborate across departments. Delays and complexities relating to contracting, reporting, claiming, payment, and implementation of new programming can prevent efforts from fully taking off, even if stakeholders across departments have the will and desire to act.
- ...
- The lengthy or complex processes listed above don’t just hinder County departments from coordinating and collaborating around funding; they also potentially prevent the County from engaging with smaller community-based organizations to contract, procure, and partner on service delivery. Smaller organizations may not have the in-house expertise or infrastructure to participate in the County’s bidding processes, which often favor lowest cost bidders with low administrative costs and the budget reserves needed to successfully operate under a cost-reimbursement model.” ([Attachment III, Page 71](#))

Moreover, the Task Force determined that these contracting issues also led to barriers to community-based delivery:

- “Although several departments have developed relationships and partnerships with residents, workers and community organizations in recent years, there is still an **ad hoc approach to community partnerships** when looking at practices Countywide. Many departments may have their own community engagement, contracting, and relationship building processes. This often means residents and community-based service providers must navigate across multiple systems and policy guidelines when interacting with different departments and programs, resulting in confusion, frustration, and limited reach. It also privileges a small cadre of residents and providers who are savvy and/or more experienced in navigating County complexities.” ([Attachment III, page 77](#))

BOARD DIRECTIVE:

3D. PPCIT: Incorporate a comprehensive prevention and promotion programs and services contracting plan

TASK FORCE DELIVERABLES (continued):

Additional Considerations for a Countywide Approach to Partner with Community-Based Service Providers

On October 26, 2022, members from both Framework and Coordination tables conducted a joint working meeting with ARDI staff, which included brainstorming considerations relating to a **Countywide approach to partner with community-based service providers**. Their unofficial recommendations were included on [page 79 of Attachment III](#) and are listed below:

- “Proactively identify opportunities to increase partnerships with community-based organizations (CBOs), especially as many of these organizations may already currently be providing holistic services and/or helping to connect individuals with County and other public programs. Moreover, members noted that residents often may have more trust and/or comfort engaging with these providers in their own communities than with County entities.
- Just as the County can create standardized best practices for policy and program development that intentionally include Community Members with Lived Expertise, the County can also develop similar practices to include community-based providers in policy and program development, as these organizations often serve hundreds or thousands of clients and have extensive knowledge relating to community needs.
- Develop pipelines for community-based multi-service navigators who are community members with lived expertise.
- Explore new and novel practices relating to contracting, including community participation on review panels for funding proposals and other input mechanisms that influence selection, awarding block grants or mini grants, and other practices to support community partners. Members elevated the need for greater flexibility in contracting processes, especially to support smaller organizations that may not have the in-house resources or expertise to navigate prolonged application and bidding processes. Some of this work may be connected to current efforts by the Equity in County Contracting initiative.
- As the County considers delivering programs and services through community-based organizations, it must also address technological and data systems to ensure that providers have all data and information they need to support clients.”

BOARD DIRECTIVE:

3D. PPCIT: Incorporate a comprehensive prevention and promotion programs and services contracting plan

TASK FORCE DELIVERABLES (continued):

Task Force Recommendation on Partnerships with Community-Based Prevention Providers

The analysis of community-based partnerships informed the Task Force's [recommendation 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,” to include:

- “Identifying and cataloging the County’s and community provider’s capacity to provide culturally appropriate prevention and promotion programs/services; make recommendations based on findings.
- Examining the most effective pathway(s), delivery entities, and administration of programs and services in collaboration with community service providers to achieve positive outcomes.”

As PPCIT carries out the Board’s directive relating to these activities, they may review the materials above and continue to solicit feedback from departments, service providers, and other community members.



CONCLUSION

This transition summary document summarizes various workstreams and issue areas across a nearly two-year long collaborative process. In addition to holding 21 official meetings and 18 working table meetings, the Task Force gathered input from hundreds of stakeholders – community members with lived expertise, service providers, subject matter experts, and departmental staff – who worked toward a common goal of reimagining prevention and promotion in Los Angeles County.

While these efforts will move to the County’s new prevention infrastructure, the Task Force and its member departments will continue to support efforts to strengthen County services, whether in serving as named members on the inaugural Governing Committee and/or by partnering with PPCIT, service providers, and County residents. Moreover, the Task Force members, table members, and support staff remain committed to a common purpose and shared vision: “To deliver an equitable, community-driven, and holistic prevention and promotion model to enable a safer, stronger, thriving, and more connected community.”

“To achieve the County’s shared goals of improving services for community members and promoting well-being in all communities, there is an urgent need for departments, regional partners, and service providers to organize around a common vision, structure, and values relating to prevention and promotion. Only a system grounded in equity, with a focus on acknowledging and addressing historical social conditions, will meaningfully connect adults, children, youth, and families to the positive supports necessary to reduce harm and promote well-being for all communities in our region.”

- Prevention Services Task Force

See also: [Prevention Services Task Force Official Member List](#) (v. 9/26/2023)