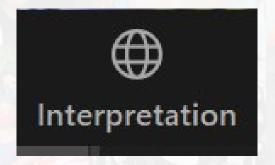


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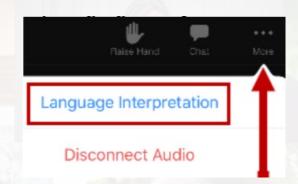


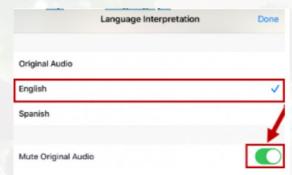


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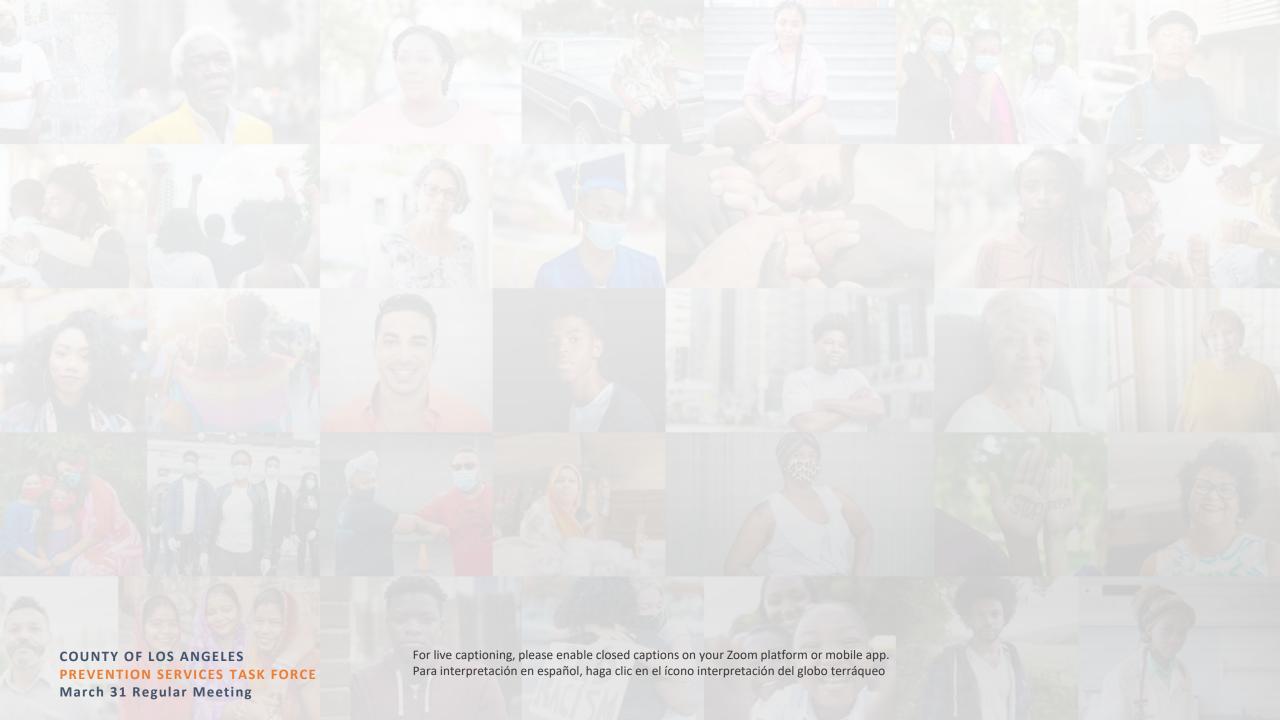
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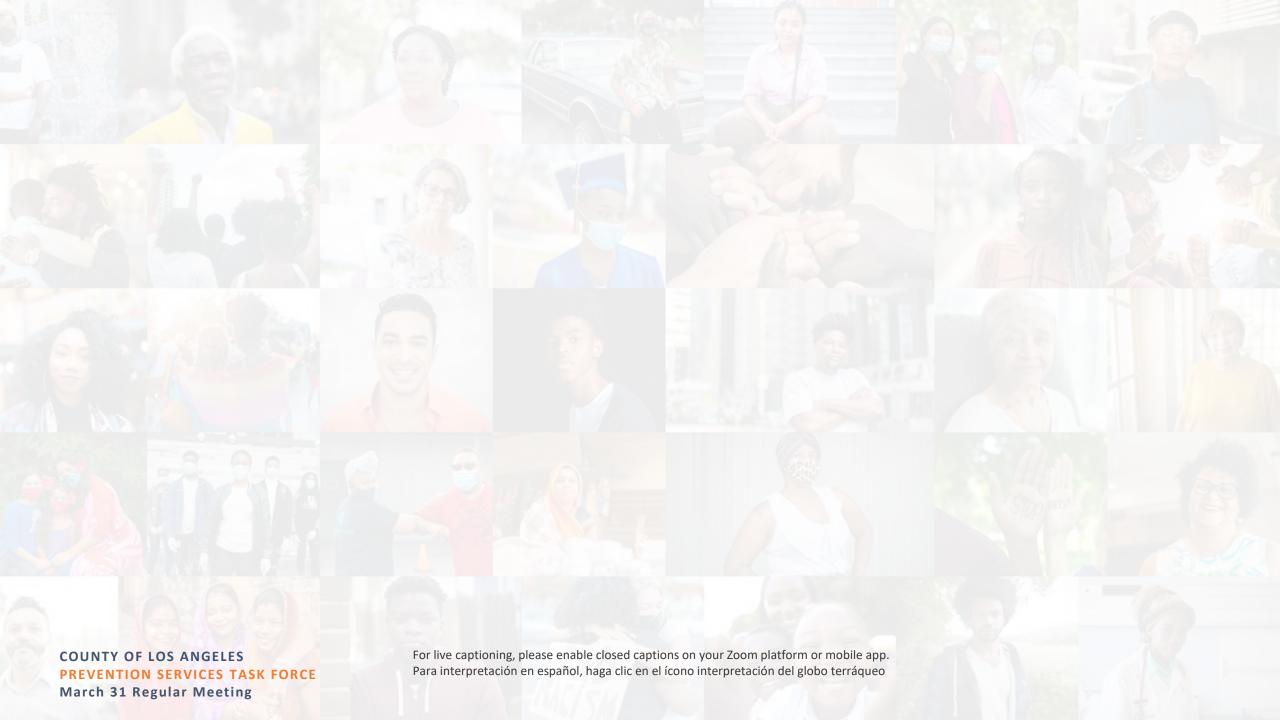
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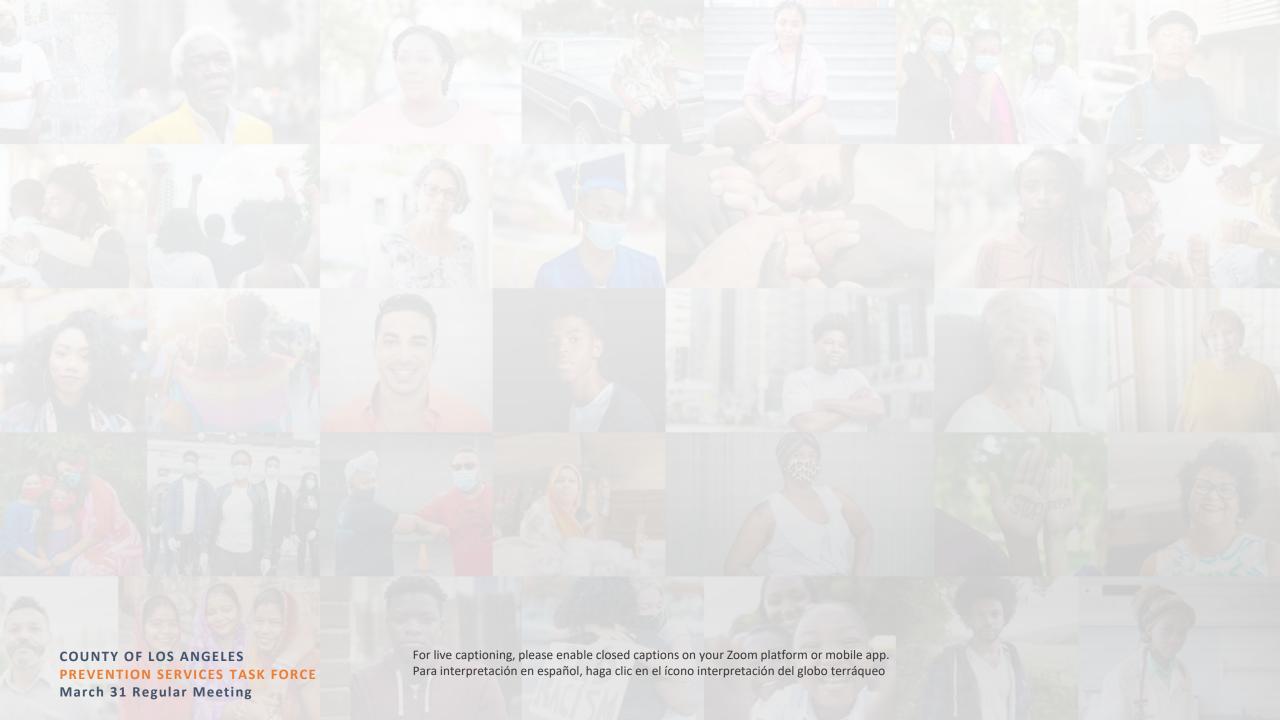
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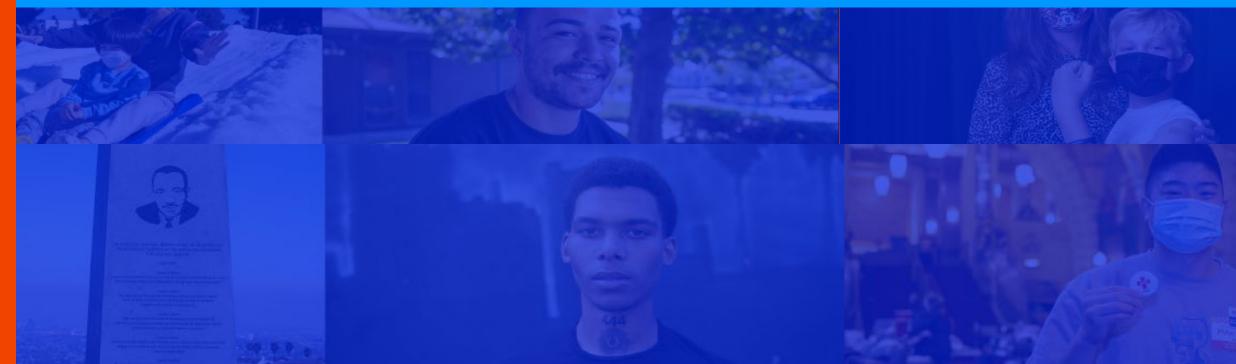
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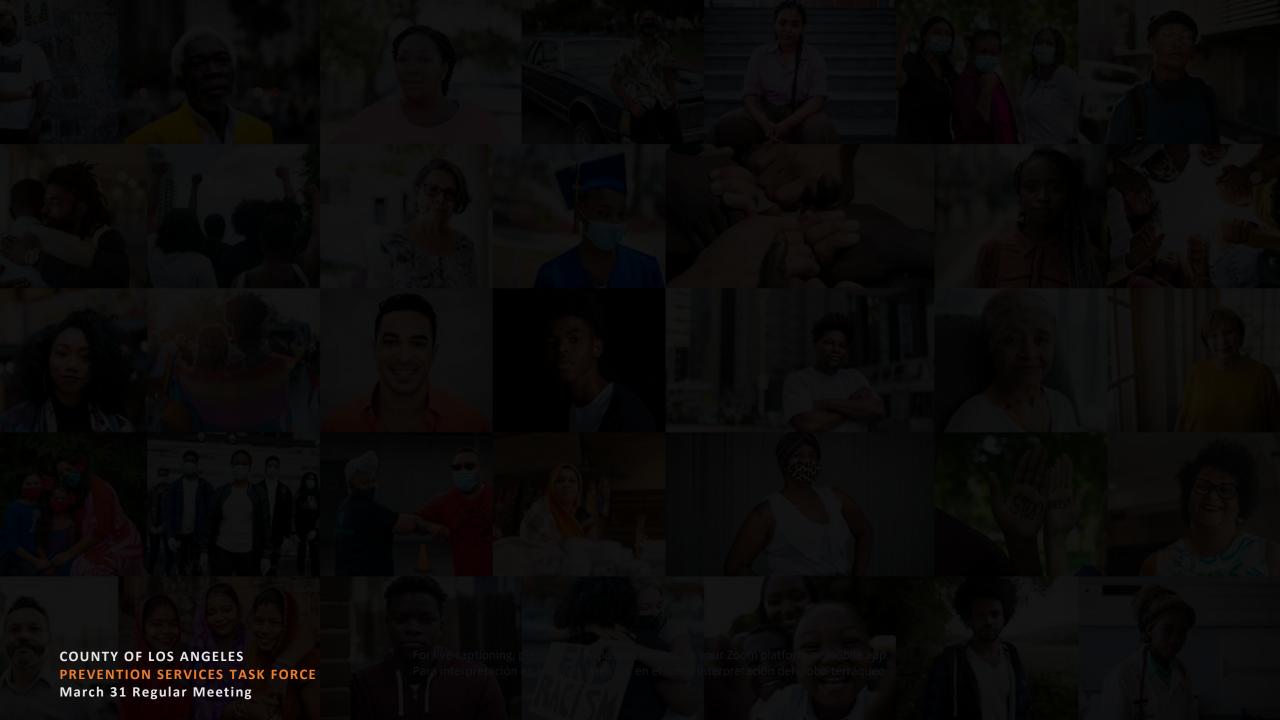


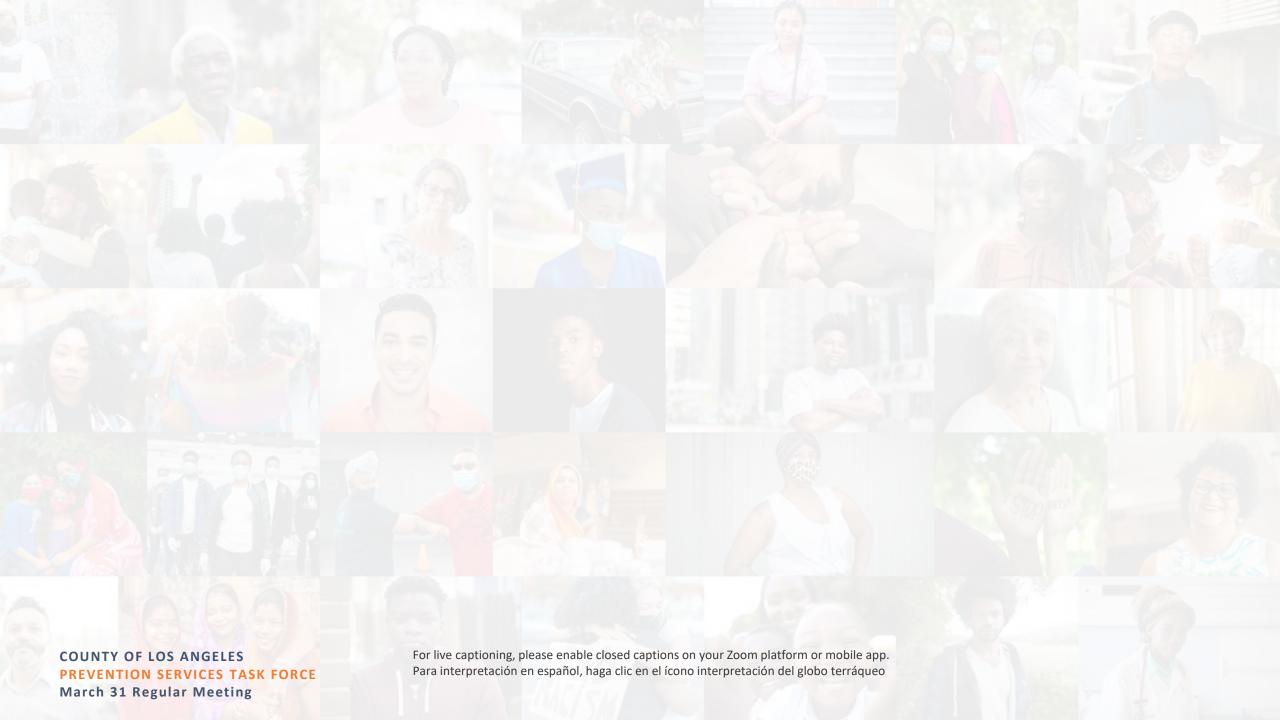


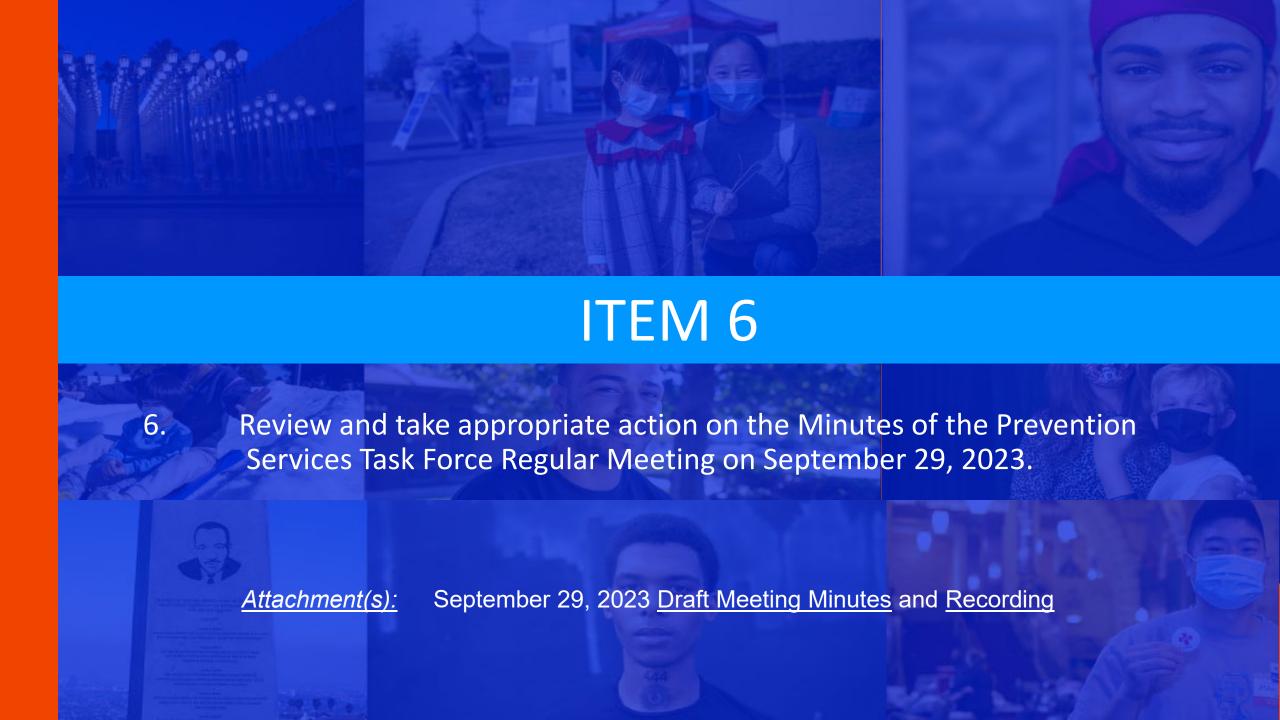


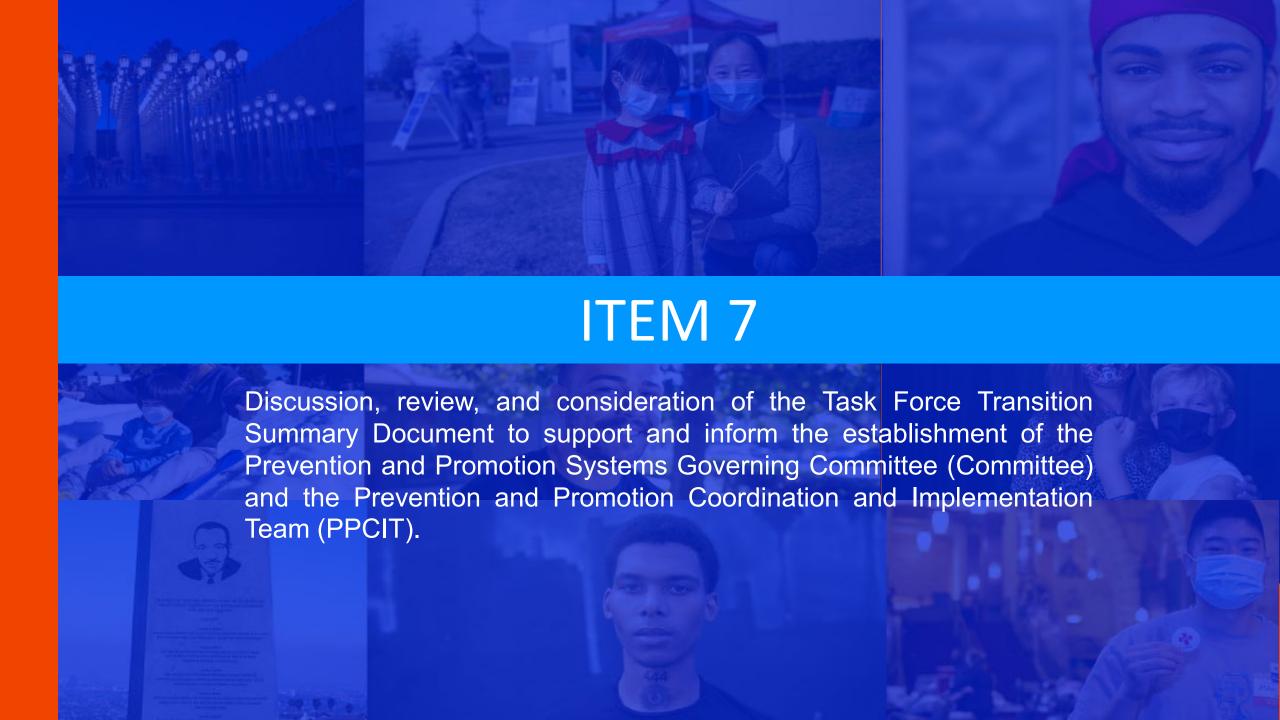












Building Los Angeles County's Prevention Infrastructure, July 25, 2023

AGN. NO. July 25, 2023

REVISED MOTION BY SUPERVISORS HOLLY J. MITCHELL AND LINDSEY P. HORVATH

Building Los Angeles County's Prevention Infrastructure

On September 15, 2021, the Los Angeles County (County) Board of Supervisors (Board) unanimously approved a motion calling for the convening of a Countywide Prevention Services Task Force (Task Force). The impetus for that convening was a sobering finding from a 2021 UCLA Pritzker Center report (UCLA report) that, in relevant 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". Furthermore, the report urged County leaders to consider the use of a centralized leadership structure to streamline, align, and proliferate equitable prevention programming across departments. As the motion described, if our Board seeks to address the racial disproportionality laden within our systems, we need to take the bold step to imagine a transformative coordinated prevention and intervention strategy.

Under the direction of the County's Executive Director of Racial Equity, leaders from the County and community, including key stakeholders and trusted partners, came together to take up the Board's request to convene the Task Force. Following 18 months of meetings - including discussions with more than 100 individual stakeholders, 800 survey responses, conversations with more than 50 subject area table members, and

The Board approved several actions, including:

Adopting the Task Force's Countywide vision, model, and guiding principles for prevention and promotion

Establishing the Prevention and Promotion Systems
Governing Committee,
to develop and oversee
Countywide coordinating
activities and plans

Establishing the Prevention and Promotion Coordination Implementation Team (PPCIT), to convene and facilitate coordination across County departments

Directing all County
departments & entities
working in prevention to
partner collaboratively and
transparently with PPCIT and
the Committee

Disbanding the Task Force and transitioning any outstanding relevant tasks to the Committee and/or PPCIT

Task Force Transition Summary Document

- New motion directs Committee and PPCIT to prepare and recommend various Countywide plans and activities relating to prevention and promotion
- Transition information is organized according to Board motion directives and will support the Committee, PPCIT, their respective staff, and other stakeholders responsible for completing directives
- Compilation of relevant background context, findings, recommendations, deliverables, and other Task Force materials for each directive
- Ensures 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
- As we review sections today, we want to receive your feedback on any additional materials or considerations that should be included in the Transition Summary Document

Vision, Model, Guiding Principles

Directive	Responsible Entities	Description	Relevant Materials for Inclusion in Report
Vision, Model, Guiding Principles	N/A	Board motion adopts vision, model, guiding principles (but does not explicitly define next steps for community engagement or dissemination)	Full-length version of vision, model, guiding principles Hyperlink to Attachment III excerpt describing the Task Force's comprehensive development process for all three deliverables Consideration: Although the new Board motion does not call for any immediate action relating to the newly adopted vision, model, and guiding principles, there remains an opportunity to refine and share these materials widely among stakeholders (in alignment with TF recommendations to conduct additional engagement) Consideration and guiding principles

Governing Committee Directives (1 of 5)

Directive	Responsible Entities	Description	Relevant Materials for Inclusion in Report
Establishing Governing Committee	EO, County Counsel, CEO	Establish Governing Committee, including membership governance, bylaws, and authorities	Task Force Attachment III excerpts on Operational Barriers to Coordinated Delivery and Operational Barriers to Community-Based Delivery, which provide context for several TF recs and impetus to establish a new County prevention infrastructure Task Force comparative research on benchmark jurisdictions, including best practices and governance archetypes for prevention a list of key coordinating functions necessary to effectuate a comprehensive, community-based prevention system
Key Focus Areas	Committee	 Establish 3 focus areas (child welfare and family wellbeing, homelessness and housing, behavioral health) Identify at least one life course to address through multidept. Coordination, including closing racial disproportionalities and disparities and considering intersectionality 	In Attachment III, Task Force indicated to the Board that its next steps included "prioritizing and thoroughly examining domain(s) of focus," and since then the TF has developed a framework for analyzing and evaluating priority domains by assessing outcomes, population(s), "value-add" and gaps, and community experiences/voices Task Force Focus Area Research and Domain Summary across domains, which include inventories relating to existing programs and initiatives, community priorities, County priorities, racial disproportionality data and analyses, relevant funding initiatives, and additional information relevant to domain selection and analysis

Governing Committee Directives (2 of 5)

Directive	Responsible Entities	Description	Relevant Materials for Inclusion in Report
Outcomes and Metrics	Committee (in partnership with CIO and DPH)	 Select and recommend Countywide prevention and promotion outcomes and metrics to guide programming, address racial disproportionality and disparities, and guide funding investments Utilizing Life Course Theory across major age groups Created in partnership with CIO and DPH to maximize efficacy of data collection, systems integration, and evaluation 	This is a direct continuation of Task Force efforts from Phase 1, including the use of a Life Course Problem Phase 1, including the use of a Life Course Problem Framework to Identify Prevention Metrics (similar to the framework to Identify Prevention Metrics (similar to the framework utilized during the development of the County's Racial Equity Strategic Plan) Task Force's preliminary set of twelve "North Star" prevention and promotion outcomes, as well as the Appendix documentation with a non-exhaustive (but extensive) list of contributing outcomes and ecological-institutional factors connected to these North Star outcomes "Applying the Life Course Problem Phase 1, including the use of a Life Course Problem Framework to Identify Prevention Metrics (similar to the framework utilized during the development of the County's Racial Equity Strategic Plan) Task Force's preliminary set of twelve "North Star" prevention and promotion outcomes, as well as the Appendix documentation with a non-exhaustive (but extensive) list of contributing outcomes and ecological-institutional factors connected to these North Star outcomes
Programs and Services Plan	Committee	 Develop programs and services plan that identifies "operational inputs and outputs to achieve the specific outcomes" (above) and how each department will "contribute to and be responsible for meeting the outcomes" 	 Although TF did not commence direct work relating to a programs and services plan, we enclosed several relevant TF and ARDI deliverables which can contribute knowledge and findings: Incorporating new vision, model, and guiding principles (to center prevention and promotion, social conditions, and equitable decision making) Program and initiative inventories gathered through the TF's Phase 1 funding streams analysis and focus area research and domain summaries Extensive academic scan of contributing outcomes and ecological-institutional factors gathered during the Phase 1 development of "North Star" outcomes Ongoing efforts by DPH and ARDI to utilize the TF's funding streams program inventory to analyze County programs and investment across social determinants of health and prevention tiers

Governing Committee Directives (3 of 5)

Directive	Responsible Entities	Description	Relevant Materials for Inclusion in Report
Staffing Plan	Committee (in collaboration with CEO, DHR)	 Identify relevant positions that can be leveraged for prevention/promotion, develop cross-departmental staffing plan to support alignment and Committee 	 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. This workflow is a direct response to findings, discussions, and recommendations from Phase 1, where the Task Force identified staffing challenges under one of the structural barriers to coordinated service delivery and further requested that any new multi-departmental/Countywide structure be appropriately staffed and informed by departmental expertise. Excerpts of Attachment III will be included in the report reflecting these findings and considerations to inform the Staffing Plan.
Spending Plan	Committee (in collaboration with CEO)	Develop a comprehensive prevention and promotion programs and services spending plan, including recs for: Coordinating local/state/federal funding sources Identify new sources Leveraging and braiding Including a gap analysis of programs and services Yearly spending comparisons of investments	This directive will build upon the efforts of the Task Force's Phase 1 Funding Streams and Program Inventory, in which ARDI staff and consultants partnered with CEO Budget and departmental staff to gather and analyze a list of 528 prevention programs. As part of that analysis, ARDI and consultant staff also conducted key informant efforts across the County to develop recommendations to addressing Barriers to Budget Coordination and Strategic Funding Sustainability, which will also be enclosed I have been been been been been been been be

Governing Committee Directives (4 of 5)

Directive	Responsible Entities	Description	Relevant Materials for Inclusion in Report	
			 This directive is directly paired with the PPCIT directive to conduct legal, policy, and regulatory analyses. This workflow reflects findings and recommendations from Phase 1 stemming from 	
Policy Agenda	Committee (in collaboration with ARDI and CEO-LAIR)	 Coordinate and consolidate an annual policy agenda at federal/state/local levels to advance prevention and 	the Coordination table's initial analysis of Operational Barriers to Coordinated Service Delivery , leading to two recommendations about PPCT [sic] submitted to the Board which will be enclosed in the Transition Report. • While the new Board motion assigned final oversight for the Policy Agenda under	
		promotion outcomes	the Governing Committee, PPCIT was named the entity responsible for convening departments and conducting the cross-departmental legal, policy, regulatory analyses that will inform the requests made under the Policy Agenda.	
			Community perspectives have been and will continue to be essential for the success and efficacy of the County's prevention efforts. The Task Force developed a community engagement to the transfer of the t	
_			Participatory Decision Making and Power Sharing	

- Community Engagement and Outreach Plan
- Committee (in partnership with ARDI)
- Develop a community engagement and outreach plan including lived expertise diverse geographies,

- 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.

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

Governing Committee Directives (5 of 5)

Directive	Responsible Entities	Description	Relevant Materials for Inclusion in Report
Operational Management Plans	Committee	 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. 	Although the Task Force did not directly discuss operational management plans, this can be seen as a continuation of Phase 1 efforts to analyze and identify key coordinating functions for which departments must also establish agreements and operating protocols. (See Section 2 earlier in this report for a full table of these functions.) The Task Force has also recently discussed 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.

PPCIT Directives (1 of 3)

Directive	Responsible Entities	Description	Relevant Materials for Inclusion in Report
Establishing PPCIT	ARDI, Committee Chair (with support of all relevant County prevention depts)	Establish PPCIT with the support of all relevant County departments 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 collaboration.	CONCETULATION A PRIVATION AND PROMOTION CONTROL TRANSPORT OF CONTROL TRA
User Journey Mapping	PPCIT	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 timetax, no-wrong-door approaches, racial disproportionality and disparities in user access, and their impact on prevention and promotion outcomes.	 Although user journey mapping was never explicitly named in the original Task Force motion, this new directive is a continuation of 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. 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.

PPCIT Directives (2 of 3)

Directive	Responsible Entities	Description	Relevant Materials for Inclusion in Report	
Legal, Policy, and Regulatory Analyses	PPCIT (in consultation with County Counsel)	Create and monitor a comprehensive legal, policy, and regulatory analysis, including efforts to better leverage/braid funding and coordinate procurement and data sharing for crossdepartmental programming	 This directive is directly paired with the Committee directive to develop a Countywide Prevention and Promotion Policy Agenda. This workflow reflects findings and recommendations from Phase 1 stemming from the Coordination table's initial analysis of Operational Barriers to Coordinated Service Delivery, leading to two recommendations about PPCT [sic] submitted to the Board which will be enclosed in the Transition Report. While the new Board motion assigned final oversight for the Policy Agenda under the Governing Committee, PPCIT was named the entity responsible for convening departments and conducting the cross-departmental legal, policy, regulatory analyses that will inform the requests made under the Policy Agenda. 	
Data Plan and Program	PPCIT (in collaboration with CIO and County Counsel)	 Develop a services delivery data plan and program to coordinate crossdepartmental collaboration and services Produce data sharing reports (e.g., dashboards), universal data sharing authorization building upon County efforts relating to client consent Formalize Countywide framework regarding referral and "no-wrong-door" approach, including agreements regarding coordination, privacy, and 	 While data systems and integration were not a central directive in the original Board motion for the Task Force, this topic regularly emerged throughout discussions and conversations across the Task Force and all three working tables, and are reflected in two relevant Task Force recommendations and findings through Attachment III. CIO presentation to the TF in April 2023, a Platform Approach for Prevention Services Ongoing ARDI/ISD efforts to develop a County prevention and promotion dashboard, including disproportionality data previously prepared and presented to the TF 	

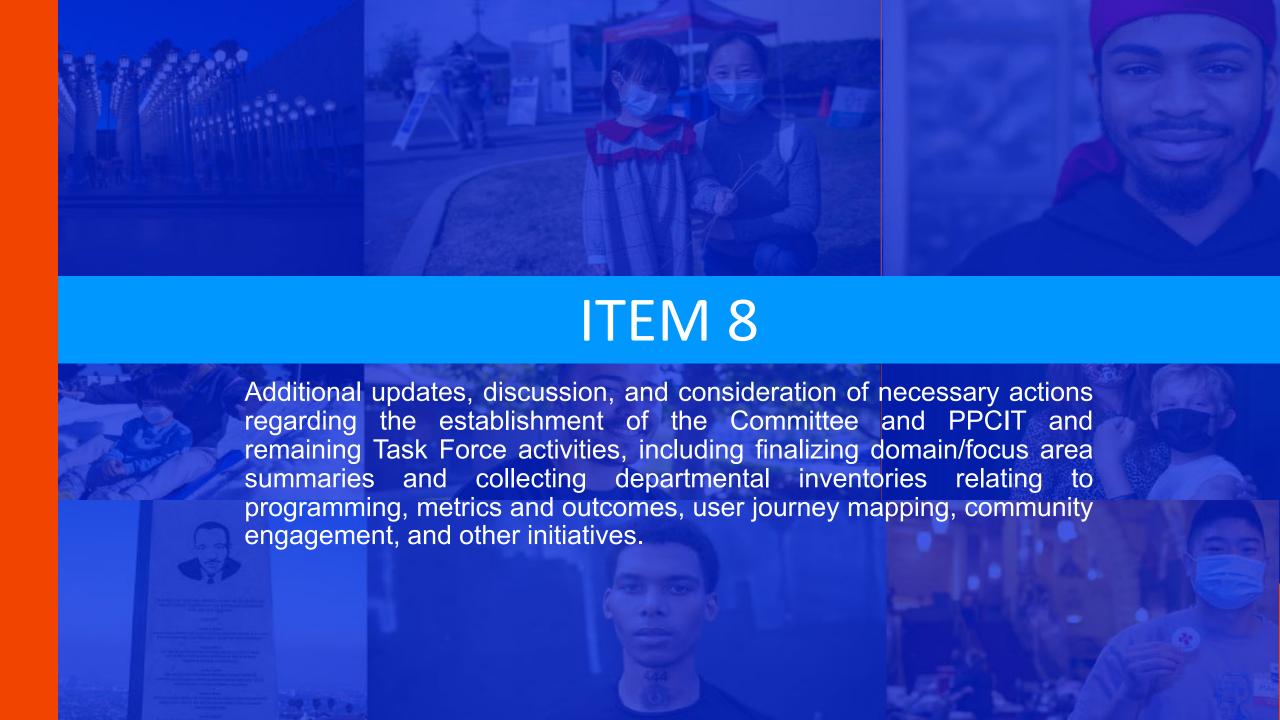
data consent

PPCIT Directives (3 of 3)

Directive	Responsible Entities	Description	Relevant Materials for Inclusion in Report
Contracting Plan	PPCIT (with ISD and Equity in County Contracting)	 Incorporate a prevention and promotion programs and services contracting plan with: A timeline for coordinating programming and associated procurement Programming prioritization plan with considerations relating to racial disproportionality, existing programming, community interest and priorities, and County priorities A centralized contracting mechanism to effectuate a comprehensive community-based prevention services delivery system 	 During the Phase 1 efforts, the Task Force identified "Contracting" and "Partnering with Community Organizations" as key coordinating functions and also identified challenges relating to contracting as a major operational barrier to coordinated service delivery as well as community-based delivery. An ad hoc group of Framework and Coordination table members collaborated with ARDI staff to develop considerations relating to a Countywide approach to partner with community-based service providers Ultimately, these findings led to Task Force recommendation 3c, to "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."

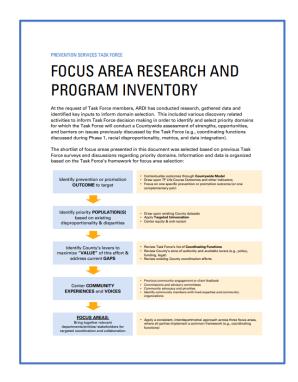
Transition Information Document – Next Steps

- ARDI staff will incorporate feedback from today's meeting into the Transition Summary Document; please notify us as soon as possible if there are any additional edits or revisions you would like to request or include
- The document will be shared with the Governing Committee in advance of their first meeting and will be shared with Committee and PPCIT staff as well.



Outstanding Task Force Items

- Finalize Task Force Transition Summary Document
- Complete Additional Focus Area Research/Domain
 Summaries
 - Collect departmental inventories relating to programming, metrics and outcomes, user journey mapping, community engagement, and other prevention-related initiatives
 - ARDI staff have reached out to members to compile these materials to support the efforts of the Committee, PPCIT, their respective staff, and other stakeholders responsible for the Board motion directives
 - Once compiled, members will also have opportunity to provide input and feedback on these summary materials, including providing any necessary revisions or additions regarding programs and initiatives.



Outstanding Task Force Items

Disbanding the Task Force

- Board motion directs Chair of the Task Force to take the necessary steps to disband the Task Force after a final convening to close out existing tasks, finalize work and transition any outstanding relevant tasks to the Committee (and PPCIT).
- County Counsel has indicated no formal action is needed to disband
- Member feedback or questions regarding transition and whether an additional meeting at a future date will be needed



