



Office of Prevention Services Task Force *Approved Charter*

Introduction

On September 15, 2021, the County of Los Angeles Board of Supervisors adopted a [new motion](#) to establish the County's Office of Prevention Services and directed the Executive Director of Racial Equity to convene and chair a task force that will provide recommendations on a governance structure for a comprehensive community-based prevention services delivery system that will deliver upstream interventions to address the life course, improve the social determinants of health, improve overall well-being, and reduce racial disparities.

Objectives and Primary Deliverables

To this end, the task force will complete the following deliverables outlined in the motion:

- Develop a recommended governance structure, including the necessary budgeting, staffing, contracting, and data sharing authorities across relevant departments to effectuate Countywide community-based prevention service delivery;
- Conduct a comprehensive Countywide funding streams analysis, with information provided by impacted departments and reviewed by County Executive Office Budget, that will detail existing funding available for Countywide prevention services to support the implementation of a full-scale Countywide coordinated prevention strategy. The funding streams analysis should contain recommendations for a County-designated central budget entity to coordinate prevention dollars received from all relevant County departments; and
- Establish a shared 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 result of receipt of prevention services.

Structure and Subject Area Tables

Chaired by the Executive Director of Racial Equity, the task force is responsible for responding to the Board's directives. Subject to approval of the task force, it will also form three **subject area tables** focused on:

- ***Coordination and Integration.*** Participants will recommend programmatic and administrative components needed to implement a coordinated system of prevention, including an overarching governance structure. This will entail, but may not be limited to, collaborative models of preventive care, an integrated data system, and integration teams across several County departments. As a necessary

component of this work, participants will support the task force and departmental stakeholders to execute on **urgent and emerging opportunities** that arise in the form of new funding, policy development, or externally driven initiatives.

- **Addressing Disproportionality.** Participants will examine drivers of disproportionality and identify areas for intervention. This will entail critically examining our assumptions and biases in order to align the correct solution with the actual need, its root causes, and systemic drivers.
- **Prevention Alignment Framework.** Participants will develop recommendations for a prevention alignment framework. The framework will center and reflect processes that advance holistic, integrated, and coordinated service delivery and support for residents. This will mean applying a family-first, human-focused frame, and reorienting perspectives from a siloed to a more interconnected approach. This will help drive systems-level thinking and design.

Task force members may co-lead and/or participate in these workgroups alongside and in collaboration with field experts and people with lived experience. The workgroups will formulate recommendations for the task force to review, accept, and submit to the Board of Supervisors for consideration and approval.

The task force is supported by staff members from the Chief Executive Office's Anti-Racism, Diversity, & Inclusion (ARDI) Initiative who provide task force coordination and backbone support. It is also supported by County Counsel, who advise the task force on Brown Act requirements, related meeting protocols and procedures, and legal matters that may arise during the planning, design, and implementation of task force recommendations, as well as other County staff and external partners as needed, including the Chief Executive Office's Budget & Operations team.

Membership

The task force includes representation from multiple Los Angeles County (County) departments and partners, including: Departments of Children and Family Services, Health Services, Mental Health, Public Health, Public Social Services, and Workforce Development Aging and Community Services; Office of Child Protection; the Chief Executive Office's Homeless Initiative, Poverty Alleviation Initiative, and Alternatives to Incarceration Initiative; the Los Angeles County Development Authority; the Los Angeles County Office of Education; the Commission for Children and Families; the Los Angeles County Youth Commission; the Los Angeles Homeless Services Authority; First 5 Los Angeles; and the UCLA Pritzker Center for Strengthening Children and Families.

The three subject area tables may be comprised of task force members in addition to other County staff, field experts, and people with lived experience per the discretion of the task force.

Task force and subject area table members include diverse, cross-sector representatives who possess relevant qualifications, experience, and/or characteristics, including but not limited to:

- Familiarity with the breadth and context of County and local prevention efforts, including child and family welfare, substance abuse, public health, mental health, homelessness, violence prevention, and/or other relevant systems;

- Leadership and experience across intersecting or closely related prevention initiatives and/or multidepartment planning processes;
- Demonstrated ability to consider different perspectives, work collaboratively and cooperatively;
- Ability to think beyond their own specific focus or organizational affiliation(s) and commit to developing an understanding on issues where they may have little expertise;
- Lived experience receiving County services relating to prevention (whether directly as an individual or indirectly through family members or loved ones), especially those who identify as members of communities experiencing disproportionality in County systems;
- Deep understanding of racial equity and social justice principles and the concepts of anti-racism, diversity, and inclusion, including applying such principles to public program delivery, community-based services, policies, practices, and agency strategic planning.

Time Commitment

Membership on the task force and its three subsidiary subject area tables will last for the duration of the task force or until it sunsets. The anticipated time commitment for task force and subject area tables general members is three (3) to five (5) hours a month to attend meetings, with approximately two (2) to three (3) additional hours a month of work in between convenings to review materials, synthesize public comment, assemble and analyze relevant data, and communicate with their personal and professional networks to create bi-directional channels for information, input, and feedback.

The task force has already formally approved the following monthly meeting schedule:

- Friday, April 22, 2022, 9:00am to 11:30am PT
- Friday, May 20, 2022, 9:00am to 11:30am PT
- Friday, June 17, 2022, 9:00am to 11:30am PT
- Friday, July 15, 2022, 9:00am to 11:30am PT
- Friday, August 19, 2022, 9:00am to 11:30am PT

Currently as planned, the subject area tables will additionally meet once per month for approximately two hours, to be scheduled at a regular time and date that works best for table members. Depending on upcoming deliverables, co-chairs may elect to increase the frequency of meetings.

The task force chair, table co-chairs, and other selected members may also need to contribute additional time to fulfill specific leadership, operational, and contributive responsibilities detailed in the following section.

Roles and Responsibilities

Task Force Members: The Prevention Services task force will be comprised of approximately fifteen (15) to twenty (20) working members, in addition to the chairperson. Members function as subject matter experts and primarily advise, consult, and make recommendations on matters related to the task force's role and responsibilities outlined above. They do not hold any legal authority nor the ability to represent or make decisions unilaterally on behalf of the County.

Subject Area Table Members: Each of the three subject area tables will be comprised of five (5) to ten (10) working members, including two co-chairs. Members will be expected to participate in these groups and self-regulate their structure and operations, as needed.

General Members on the task force and the three subject area tables are expected to:

- Attend regularly scheduled task force meetings as well as any meetings for the subject area table(s) in which they participate;
- Ensure the County builds upon and enhances its prevention services system(s), consistent with the Countywide approach set out by the Board motion, including alignment on vision, funding, and metrics;
- Provide relevant data, research, information, strategies, practices, and insights to assist the task force and subject area tables in completing their work (e.g., agenda data and statistics, in-house staff expertise, critical funding opportunities, etc.);
- Center the voices and experiences of communities that continue to be disproportionately represented in County systems as a result of historic and ongoing policies and structural barriers (e.g., Black/African American and American Indian/Alaska Native children and families overrepresented in the County's foster care system);
- Liaise and report back to professionally and personally affiliated departments, working groups, communities, organizations, alliances, or coalitions to ensure that relevant stakeholders stay informed about the process and have opportunities to provide feedback and maximize success; and
- Share their expertise and relevant resources to respond to action items and emergent needs driven by the task force chair, subject area table co-chairs, and/or Board directives.

Each subject area table will be led by two Co-Chairs, who will additionally:

- Lead their respective table in developing priorities and deliverables, including recommendations to the task force and Board of Supervisors;
- Prepare agendas for table meetings, which may include presentations or topics prepared by table members and/or external experts;
- Facilitate collaborative and inclusive discussions during table meetings;
- Represent their table and report out updates during full task force meetings; and
- Meet and coordinate with table members, other experts, and people with lived experience to glean insights and ensure the successful completion of deliverables.

Task Force Chairperson: The Executive Director of Racial Equity will chair the task force and is responsible for:

- Calling the task force together to perform its duties;
- Presiding and maintaining order over meetings;
- Providing guidance and expertise to subject area table co-chairs to ensure successful completion of their leadership responsibilities;
- Directing support staff, including ARDI team members; and
- Liaising and providing updates to the Board of Supervisors.

Support Staff: Heather Jue Northover, ARDI Principal Analyst; Mark Lee, ARDI Senior Analyst; and Kyle Ota, ARDI Special Services Assistant; will provide backbone support. Responsibilities include:

- Managing logistics for task force and subject area table meetings, including scheduling, calendar invites, translation and transcription services as needed, and fulfilling Brown Act requirements and documentation roles including agenda posting and roll call;
- Assisting the task force chair and subject area table co-chairs in co-designing meeting agendas and session activities;
- Sending coordination, follow-up, and other necessary updates to members as needed;
- Providing project management assistance to coordinate tasks to be completed and who is assigned these tasks, as well as assisting the task force chair and table co-chairs in ensuring that deliverables are on track for timely completion;
- Assisting in coordinating across tables, preparing proposed recommendations, and acquiring speakers, consultants, data, and other information as needed; and
- Facilitating collaboration across tables and ensuring that activities are aligned with the County's priorities to reduce racial disparities and address systemic racism.

Membership Benefits

Benefits of participating on Prevention Services task force and its three subject area tables include:

- Influencing the County's path toward an integrated, holistic, and anti-racist prevention services system;
- Representing the interests of your communities and other affiliations;
- Building stronger relationships with County partners and increased understanding of County processes;
- Expanding professional networks and/or partnerships with internal and external leaders; and
- Engaging in strategic dialogue and collaborative work with respected peers.

Decision-making Process

The task force and all three of its subject area tables are Brown Act bodies requiring a quorum (equal to at least a 50% majority) of each body's respective members to hear, discuss, or deliberate on any item of business that is within the subject matter jurisdiction of the body. All votes will be conducted by rollcall, with a majority vote of present members required to formally make decisions.

Working Agreements

Members are encouraged to adopt guidance outlined in the [Guide to Respectful Conversations](#) and [Interrupting Bias: Calling Out vs. Calling In](#) to find ways to hold themselves—and each other—accountable in their language, ideas and actions. It is also recommended to view "[Calling In the Calling Out Culture](#)" lecture by Professor Loretta J. Ross. These tools help clarify respectful rules of engagement to ensure more productive working relationships and facilitation.

To support the development of working agreements, we have included a sample of meeting norms created by the Natural History Museum staff (see Appendix A). Advisory Board members may expand, edit, and refine this set of working commitments.

Appendix A: Natural History Museum Meeting Norms

Meeting Norms

We stand against structural anti-Black racism, discrimination against all peoples, and all forms of oppression, and will challenge instances where oppression has been normalized in our work culture.

We will periodically reflect on whether the established group norms are effective, and make adjustments as necessary.

We will uplift and acknowledge all voices

- We allow space for others to speak.
- We acknowledge and appreciate the contributions of each team member.
- We intentionally bring together people and amplify the voices of people with different experiences, backgrounds, and those who are under-represented in our field(s). We will value these differences; they are critical to our success.
- We share and express support for others.

We practice empathy, humility, vulnerability, and kindness during our time together

- We practice humility and vulnerability about not knowing. We are open and receptive to someone else's humility and vulnerability.
- It's ok to disagree, but don't be disagreeable.
- We listen not to respond, but to understand.

We manage conflict and confront personal discomfort

- We are willing to experience moments of discomfort during the process of bettering ourselves and our team.
- We are doing difficult work. We recognize if we or someone else is in a space where emotions will not allow for productive dialogue. We will ask for and grant space off camera to refocus and gain composure. We allow for the tabling of non-urgent topics in order to accommodate space to process and respond.
- We practice empathy during conflict even if we disagree or don't understand, the goal is deeper understanding. We will work to address harmful interactions as they arise.
- We bring our understanding of each other's unique learning and communication styles to our interactions.

Personal Accountability

- Check your own assumptions.
- Expect and accept non-closure.
- We respect each other's experiences and feelings by taking responsibility for the impact of our words, regardless of our intentions. If you have a reaction to someone's words, you are encouraged to let the group know. We are open to dialogue.

- Work to recognize your privileges. Use this space to recognize and investigate your privileges (for example: class, race, gender, sexual orientation, ability). Honor the different experiences we all bring to this space.
- We will not assume other peoples' identities and will use the pronouns people ask us to use. We will correct ourselves if we mistakenly use incorrect pronouns.
- We acknowledge that we feel stress and understand that it comes from caring deeply about important things. We strive to shift our mindset about stress in order to focus our thoughts on the important values behind our stress.
- We will presume positive intentions and respect each other's experiences and feelings. We strive to be open, honest, inclusive, and forthcoming with each other.

Safe & Brave Space

- Allow for messy thoughts and forgive others and yourself for imperfect or inarticulate ideas. Mistakes are learning opportunities.
- We strive to interact respectfully and to create an environment where all attendees feel equally welcome to participate.
- We agree that no space can be completely "safe" but we will work towards harm reduction, especially with respect to the most vulnerable.
- What is said here stays here, what is learned here leaves.

Participation

- We recognize that people have different communication styles and approach group discussions differently; we work to incorporate alternative modes of communication and leave appropriate pauses in the discussion, while also acknowledging that active participation does not look the same for every person.
- We will aim to communicate to the best of our abilities and share barriers we are experiencing in our work, while being mindful of others we are communicating with.
- We strive to be considerate of each other's time.
- We strive to come to the meeting prepared and committed to the meeting's goals, acknowledging that conditions may sometimes preclude participation.
- We acknowledge that our levels of productivity will be compromised and inconsistent. We acknowledge that we often feel external pressure to produce, and work to keep this pressure in perspective and not pass it along.
- We are encouraged and empowered to ask for help and to ask questions.

Group Accountability

- All members are empowered to hold each other to these meeting norms.
- We acknowledge that in a hierarchical organization such as this, those in positions of power have greater responsibility for ensuring that group norms are upheld.

Pandemic Specific Norms

- We are all currently experiencing some level of discomfort.

- We will practice patience with ourselves and others as we cope with how the pandemic affects our work and remain supportive even when others' coping strategies and productivity differ from our own.
- We acknowledge that there is no roadmap for planning [this] work, including programming during a pandemic. Our messaging and measures for success will be different during this time.
- We acknowledge that telecommuting results in digital fatigue and respect that we may turn off our camera.