



Strategic Plan

Los Angeles County

CHOOSE LA COUNTY: To Live! To Invest! To Work!

2024 - 2030





County Strategic Plan

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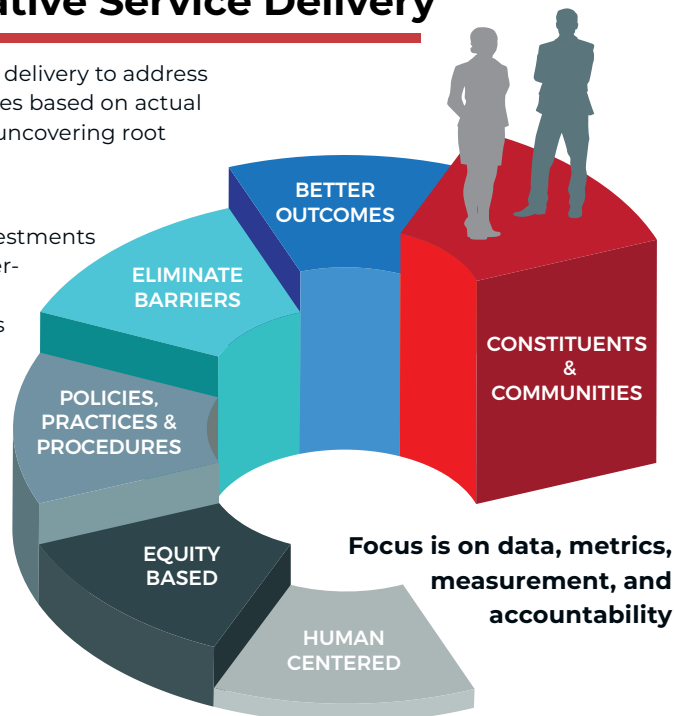
CEO MESSAGE

The health and economic crisis brought on by the COVID-19 pandemic and the subsequent calls to end racial injustice, social inequality, and economic inequity has foreclosed a return to “business as usual”. Moving towards a new paradigm with lessons learned during these past two years, LA County embarked on developing its 2024-2030 County Strategic Plan (CSP) using a generative model, which is a human-centered and equity-based approach to eliminating barriers from policies, processes, and practices that drive racial, social, and economic inequity. A generative model recognizes that, for some, uncovering root causes, establishing no wrong door policies, and providing services alone is insufficient; and that better outcomes can be obtained through economic investment in under-resourced communities. Ultimately, the aim is better outcomes for our constituents and communities.

Generative Service Delivery

Drive service delivery to address multiple issues based on actual needs, after uncovering root causes

Stronger investments serving under-resourced communities



The new strategic plan reflects lessons learned during this era of disruption and drives a generative service delivery approach where possible. The plan’s goal is to drive service delivery so that services are easy to access, address multiple needs, and are based on actual needs after uncovering root causes (to support long-term success). It further strives to drive the programming of resources to support stronger investments in under-resourced communities, with the goal for communities to self-generate the capacity for greater opportunities for its residents to realize their fullest potential. In 2020, our Board of Supervisors declared that racism is a matter of public health. LA County made a choice to end structural racism in the County and infuse racial equity principles into every aspect of life. That monumental decision is the driving force behind this plan.

*LA County
made a
choice to end
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Angeles County.*

We embarked on strategic planning as an opportunity for collaboration among all County Departments to make a collective impact. The County went through a process of thoughtful and thought-provoking activities, sharing thoughts, ideas, and aspirations to move LA County forward. The 2024 – 2030 County Strategic Plan is the culmination of these efforts, and it builds upon the community voices incorporated into the strategic plans for the Anti-Racism, Diversity, and Inclusion Initiative; Poverty Alleviation Initiative; Chief Sustainability Office; Office of Child Protection; Homeless Initiative; Office of Immigrant Affairs; and Care First, Jails Last Initiative. Like any long journey, we have planned it well, but we also expect turns along the way to keep us responsive. We invite you to join us and watch our progress.

Fesia A. Davenport
Chief Executive Officer

EXECUTIVE SUMMARY

2024 - 2030 COUNTY STRATEGIC PLAN

Over the course of several months, department representatives, Board-Directed Priority leads, and the CEO team met frequently to strategize, analyze, and draft a strategic plan that would inform the LA County's planning, programming, service delivery, and budgeting over the next six years.



STRATEGIC PLANNING PROCESS

PROCESS OVERVIEW

The strategic planning process presented an opportunity for collaboration among County departments to make a collective impact. The County departments and development team went through several months of thoughtful and thought-provoking activities, sharing their thoughts, ideas, and aspirations to move LA County forward. The CEO's team fine-tuned the input received and performed further analysis and review to ensure that the Board's priorities are clearly reflected and incorporated into the PLAN. Significant stakeholder and community input including listening sessions, workshops, community meetings, targeted outreach, the use of advisory boards, and 30-day comment periods was gathered by our various initiatives and department leads as they sought community engagement to produce their own plans. The input and feedback gained during the stakeholder engagement opportunities were considered and incorporated into the 2024 - 2030 County Strategic Plan.

PERFORMANCE METRICS

The CEO, in collaboration with the Chief Information Office (CIO), will work with departments to develop, enhance, or refine their specific implementation initiatives and performance metrics that address the strategies outlined in the County Strategic Plan. An annual report of progress that is representative of the strategic plan, as well as the Board-Directed Priorities will be developed. The CEO will collect data on measures to track the PLAN's progress at the County service/client level. In collaboration with Departments and ARDI, data submission and reporting will be analyzed using an equity lens, as applicable. The CEO will collect and report metrics per each strategic plan focus area and strategy with the goal of showing how the County programs and/or services are impacting the clients we serve. The metrics chosen will be aligned with the racial equity framework and will be used to inform the County's budgeting process.

RACIAL EQUITY

The PLAN incorporates the County's Racial Equity Principles, enabling environment goals, and provides alignment across the County's multiple strategic initiatives which seek to effectuate change by increasing access, economic opportunity, equity, and overall healthy communities.

BOARD-DIRECTED PRIORITIES

In addition to the development of the new plan being driven by equity and data driven decision making, the Board-Directed Priorities continue to be reflected in the County's strategic plan north stars, focus area goals, and strategies. These priorities address child protection, health integration, justice reform, the homeless crisis, environmental issues, assisting immigrants, ensuring the County's future sustainability, eliminating racism and bias, and alleviating poverty.

COUNTY STRATEGIC PLAN INTRODUCTION

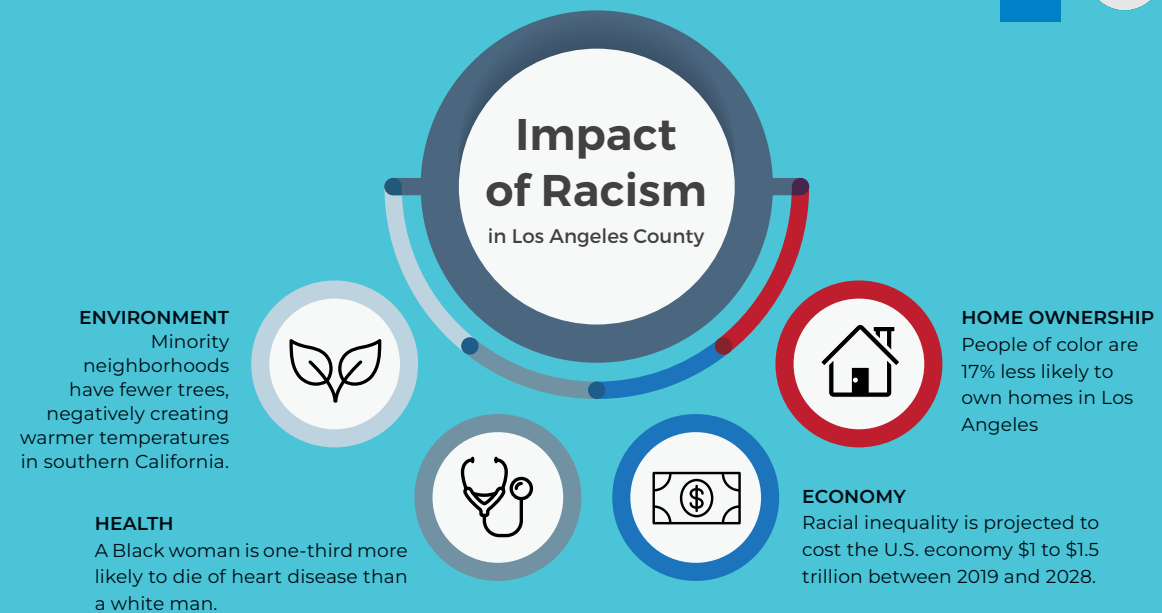
With more than 9,700,000 residents, Los Angeles County (County) is the largest County in California and the United States. The County's workforce is over 100,000 strong and comprised of a dedicated public service workforce that has proven time and time again that they are ready to meet the moment and provide caring and effective service to the residents and community at large in their times of need, on a day-to-day basis and during emergencies.

The County's 2024 - 2030 County Strategic Plan (PLAN) reflects the most important work for the County in the years to come. Aligned with the Board of Supervisors' Board-Directed Priorities, it seeks to drive the creation of ecosystems that enable families and communities to thrive. The PLAN will inform the County's planning, programming, and budgeting over the next six years. As the County moves towards a generative model, the PLAN seeks to develop a policy agenda that is equitable and tailored to meet the needs of our residents. Ultimately, the aim is better outcomes for our constituents and communities.



RACIAL EQUITY PRINCIPLES

Anchoring the CSP are Racial Equity Principles. [ARDI's Racial Equity Strategic Plan](#) provides a vivid and detailed account of the history of racism in Los Angeles County impacting all aspects of life, and how it has been perpetuated by policy decisions that disadvantaged Blacks and other minority groups. It is supported by a wealth of data and examples that clearly illustrate the need to reverse the generational damage caused. ARDI's vision inspires a feeling of hope for millions of County residents impacted by policies of the past. Its strategies are securely woven into the County Strategic plan to ensure that a new course is set for lasting change; and its equity principles below are embedded in each of the CSP steps.



REDUCE DISPARITIES

Reduce racial disparities in life outcomes, as well as disparities in public investment to shape those outcomes.

EFFECTIVELY SUPPORT

Develop and implement strategies that identify, prioritize, and effectively support the most disadvantaged geographies and populations.

ENGAGE RESIDENTS

Authentically engage community residents, organizations, and other community stakeholders to inform and determine interventions (e.g., policy and program) and investments.

IMPROVE OUTCOMES

Seek to improve long-term outcomes both intergenerationally and multi-generationally.

EFFECTIVELY ASSESS

Use data to effectively assess and communicate equity needs and support timely assessment of progress.

DISAGGREGATE DATA

Disaggregate data and analysis within racial/ethnic and other demographic subgroup categories.

COLLABORATE

Work collaboratively and intentionally across departments as well as across leadership levels and decision-makers.

ACT BOLDLY

Act urgently and boldly to achieve tangible results.

ALIGN POLICIES

Align policies, processes, and practices to effectively address equity challenges throughout the County's workforce (personnel, contractors, and vendors).

INTERVENE & PREVENT

Intervene early and emphasize long-term prevention

EXECUTIVE SUMMARY continued



BOARD-DIRECTED PRIORITIES

Child Protection



Health Integration



Care First, Jails Last



Homelessness



Environmental Justice & Climate Health



Immigration



Sustainability



Anti-Racism



Poverty Alleviation





BOARD-DIRECTED PRIORITIES AND THEIR RELATION TO THE COUNTY STRATEGIC PLAN (CSP)

The CSP is driven by the nine Board-Directed Priorities. Each of these Priorities represent the Board's responsive action to a complex issue that can negatively impact the health, safety, and well-being of individuals who reside in LA County. The Board's intention with these Board-Directed Priorities is to bring hope and lasting change, to end structural racism in Los Angeles County, and to effectuate the redirection of the financial, human, and other resources it will take to succeed.

Elevating each of these Priorities and using this innovative approach to the County's governance of its most pressing challenges has given the County the ability to pull together high-level teams to work together and find lasting solutions.

PRIORITY 1 CHILD PROTECTION

The Office of Child Protection (OCP) was created by the LA County Board of Supervisors and Chief Executive Office in 2015 to improve communication, coordination, and accountability across agencies involved in the child protection network so that vulnerable children have a better chance of growing up safer and healthier. The OCP's mission is to lead broad partnerships that implement meaningful solutions to improve the lives of our children and families. The OCP continues implementation of its Strategic Plan across five key focus areas of prevention, safety, permanency, well-being, and cross-cutting approaches.

PRIORITY 2 ALLIANCE FOR HEALTH INTEGRATION

In November 2019, the Board adopted a new structure to form the Los Angeles County Alliance for Health Integration (AHI) to lead integration projects involving the three Health Departments (Health Services, Mental Health, and Public Health.) The Alliance for Health Integration (AHI) seeks to streamline and integrate access to high-quality services across the departments of Health Services, Mental Health, and Public Health. AHI's priorities fall into three categories: Integrate and develop prevention, treatment, and healing services; reduce health inequities; and improve organizational effectiveness.

PRIORITY 3 CARE FIRST, JAILS LAST

In June 2015, the Board began to work on Justice Reform and renamed it in 2020 to "Care First, Jails Last" to clearly reflect the County's commitment to finding alternatives to incarceration. This Priority aims to reduce the use of jails to address social and mental health issues that can be treated through medical interventions. A major part of this initiative is their work to transform its youth justice system through community engagement, increasing public trust, being more transparent, and creating reform policies that help prevent community violence and prevent youth from entering the justice system.

PRIORITY 4 HOMELESS INITIATIVE

In August 2015, the Board established the Homeless Initiative as a fourth Priority to address the growing number of homeless individuals and families impacted by poverty. The Homeless Initiative is the central coordinating body for Los Angeles County's ongoing effort-unprecedented in scale – to expand and enhance services for people experiencing homelessness or at risk of losing their homes. The focus will be on prevention, subsidized housing, increasing income, providing affordable housing, and case management services.



BOARD-DIRECTED PRIORITIES AND THEIR RELATION TO THE **COUNTY STRATEGIC PLAN** continued

PRIORITY 5 ENVIRONMENTAL JUSTICE & CLIMATE HEALTH

In June 2016, the Board directed the County Public Health Department to oversee environmental health and monitor communities to prevent any health issues that could impact individuals living near industrial sites. This Priority seeks to increase community awareness of how environmental hazards can affect a person's health and address recent and future environmental health threats impacting County residents. A board motion was passed on April 5, 2022, to rename the Board-Directed Priority "Environmental Health Monitoring and Oversight" to "Environmental Justice and Climate Health."

PRIORITY 6 IMMIGRATION

In September 2017, the Board established Immigration as the 6th Board-Directed Priority. The Priority aims to create a culture within the County of Los Angeles that embodies the County's commitment to advance the well-being of the 3.5 million immigrants who live in the County and are deeply integrated into all aspects of County life. The Office of Immigration ensures a focus on policy, legislation, litigation, resources, and services to protect its immigrants.

PRIORITY 7 SUSTAINABILITY

Sustainability was approved as a Board-Directed Priority in August 2019. Housed in the Chief Sustainability Office, this Priority upholds a comprehensive and coordinated approach to sustainability issues in the County. With the "OurCounty Sustainability Plan" as the foundation, this Priority advances a vision of a healthier, more livable, economically stronger, more equitable, and more resilient County. The Sustainability Plan not only covers traditional environmental issues, but also workforce and economic development, transportation, housing, and issues of possible displacement.

PRIORITY 8 ANTI-RACISM, DIVERSITY, AND INCLUSION

In July 2020, after recognizing, affirming, and declaring that racism was a matter of public health in Los Angeles County (County) and that racism against Black people had reached crisis proportions that resulted in large disparities in family stability, health and mental wellness, education, employment, economic development, public safety, criminal justice, and housing; the Board established the Anti-Racism, Diversity, and Inclusion Initiative (ARDI). This Priority supports the Board's sweeping intention of creating an anti-racist agenda and fighting racism in all its dimensions. ARDI is aimed at addressing equity, diversity, and inclusion in all aspects of County culture and services, with the intention of rooting out institutional racism, eliminating disparities, and increasing access to opportunities.

PRIORITY 9 POVERTY ALLEVIATION INITIATIVE

In May 2021, the Board of Supervisors adopted a motion that declared poverty and economic opportunity to be matters of public health and took a proactive step toward disrupting poverty. The motion further created a ninth Board-Directed Priority, the Countywide Poverty Alleviation Initiative (PAI), directing that entity to develop a strategic plan for alleviating poverty across the County and for implementing actions to accomplish that. The PAI became fully operational in August 2021. The PAI's strategic framework was adopted by the Board on July 12, 2022. Implementation began in September 2022 and continues to work with our residents, communities, stakeholders, County departments, jurisdictions, and other partners to achieve its vision.

LOS ANGELES COUNTY MISSION, VISION & VALUES

MISSION

Establish superior services through inter-Departmental and cross-sector collaboration that measurably improves the quality of life for the people and communities of Los Angeles County.

VISION

A value driven culture, characterized by extraordinary employee commitment to enrich lives through effective and caring service and empower people through knowledge and information.

VALUES

Integrity

Inclusivity

Compassion

Customer Orientation

Equity



2024-2030 COUNTY STRATEGIC PLAN

AT-A-GLANCE

NORTH STARS

The three North Stars provide the guiding principles upon which the Strategic Plan is developed. They emphasize the importance of our constituents, communities, and County government.



FOCUS AREA GOALS



These are broad overarching goals that identify the focus areas for the County. The goals align with the North Stars.

COUNTYWIDE STRATEGIES

High level Countywide strategies that the County is adopting for each focus area goal. The Countywide strategies are broad, and comprehensive.



PERFORMANCE METRICS

Performance metrics will be used to measure if our constituents, community, and clients are being impacted, and how well our strategies are being achieved.



NORTH STARS

The PLAN's North Stars are carried forward from the 2016 - 2021 strategic plan. They continue to be aspirational, relevant, and provide us with continuity of our strategic direction. The North Stars represent the County's commitment to its constituents, the community, and County government.



NORTH STAR 1

Make investments that transform lives.



NORTH STAR 2

Foster vibrant and resilient communities.



NORTH STAR 3

Realize tomorrow's government today.

FOCUS AREA GOALS



The PLAN's seventeen focus area goals intend to drive service delivery where services are easy to access and address multiple needs and root causes. The goals have been designed to meet individuals wherever they are in their circumstances, and provide resources, and create opportunities that will lead to stable housing, the knowledge and skills required to secure a living wage job, preventive health services, and access to play and entertainment, all of which are components of what most consider a good life.

In addition, the PLAN will help drive programming, resources, and greater investments in under-resourced communities to build their capacity to self-generate resources and opportunities and realize their fullest potential.

NORTH STAR 1

FOCUS AREA GOALS

LA County is a highly responsive organization investing in solutions that address our most complex societal challenges (health, jobs, housing, food insecurity, and recidivism) affecting our most vulnerable communities – one person at a time.

NORTH STAR 1

Make investments that transform lives.

FOCUS AREA GOAL

A. Healthy Individuals and Families:

Invest in County health systems and expand care capacity that supports the physical health, mental health, and well-being of individuals across the life course continuum. This includes addressing the social determinants of health that impact resident's well-being.

FOCUS AREA GOAL

B. Employment and Sustainable Wages:

Support social mobility, economic and workforce development, job training, meaningful connections, and access to employment opportunities with sustainable wages for County residents, with emphasis on those who are experiencing barriers to employment or the ability to earn a sustainable wage. Support small and large business growth to maintain job supply.

FOCUS AREA GOAL

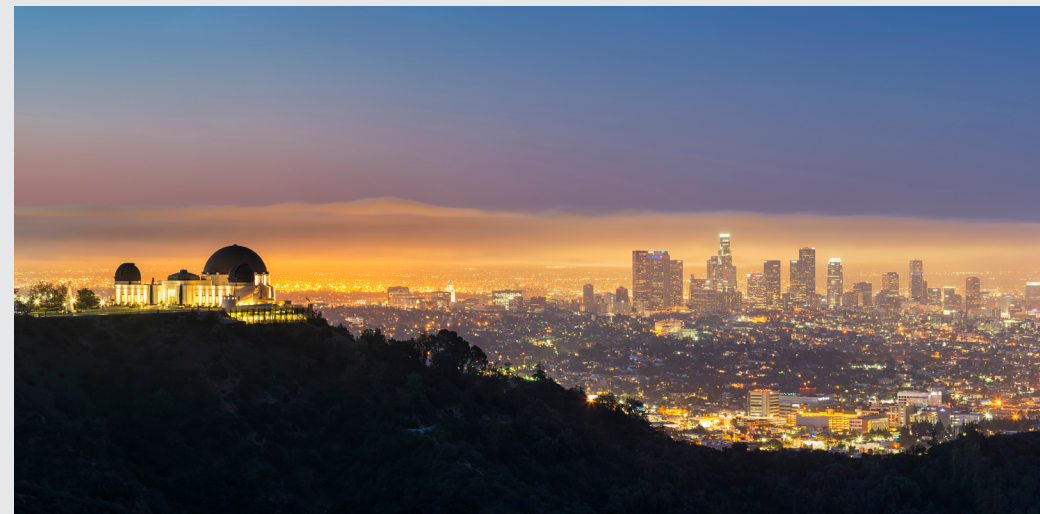
C. Housing and Homelessness:

Support efforts that prevent displacement, increase access to housing stability, develop more affordable housing, sustain homeownership opportunities, and enhance the effectiveness of the County's homeless rehousing system.

FOCUS AREA GOAL

D. Support Vulnerable Populations:

Address conditions which drive interactions with the County's child welfare, homeless rehousing, carceral, law enforcement and justice systems.





NORTH STAR 2

FOCUS AREA GOALS

Investments in the lives of County residents are sustainable only when grounded in strong communities. LA County, with the support of a network of public/private partnering, faith-based organizations, community-based organizations, philanthropic organizations, and local governments will foster vibrant and resilient communities.

NORTH STAR 2

Foster vibrant and resilient communities.

FOCUS AREA GOAL

A. Public Health:

Address community-wide issues, social determinants of health, risks and conditions that contribute to health disparities and threaten healthy lifestyles, and environmental and community health.

FOCUS AREA GOAL

B. Care First, Jails Last:

Implement a new vision of community safety in Los Angeles County, one centered on health solutions and services provided in the community so that jail is the last option rather than the first and only response.

FOCUS AREA GOAL

C. Public Safety:

Enhance the safety of the public and our communities by addressing the risks, danger, harm, and conditions that cause, drive, or can help mitigate unlawful activity and crime, and supports law enforcement accountability and transparency.

FOCUS AREA GOAL

D. Sustainability:

Focus on environmental justice, particularly in communities that have long endured industrial contamination, and “Our County” Sustainability Plan’s 12 broad, aspirational, and cross-cutting goals, that embrace positive change and address sustainability issues regionally. ([Our County: The Los Angeles County Sustainability Plan.](#))

FOCUS AREA GOAL

E. Economic Health:

Deploy and diffuse community resources and investments through partnership with community-based institutions, organizations, corporations, and small businesses to enhance the economic health of all communities.

FOCUS AREA GOAL

F. Community Connections:

Invest in our communities and create public spaces and programs that are welcoming, accessible, where all residents can easily build relationships, create social networks, feel connected and can access opportunities.



NORTH STAR 3

FOCUS AREA GOALS

The increasingly dynamic and complex environment, challenges collective abilities to respond to public needs and expectations. LA County is an innovative, flexible, effective, and transparent partner focused on advancing the common good & being fiscally responsible.

NORTH STAR 3

Realize tomorrow's government today.

FOCUS AREA GOAL

A. Communication and Public Access:

Provide increased transparency and accessibility to government services and communication, including information that is easy to understand and available in multiple languages and formats.

FOCUS AREA GOAL

B. Diverse and Inclusive Workforce:

Strive to meet the highest standards and promote a more diverse and inclusive County workforce that seeks to be representative of County residents.

FOCUS AREA GOAL

C. Equity-Centered Policies and Practices:

Institutionalize the use of an equity lens in County policies and practices.

FOCUS AREA GOAL

D. Streamlined and Equitable Contracting and Procurement:

Implement streamlined and more equitable contracting and procurement systems and opportunities.

FOCUS AREA GOAL

E. Data-Driven Decision Making:

Use equity and data as a tool to continually assess and strengthen our efficiency and effectiveness, maximize and leverage resources, ensure fiscal responsibility, and hold ourselves accountable.

FOCUS AREA GOAL

F. Flexible and Efficient Infrastructure:

Use lessons learned from the recent pandemic to implement flexible and efficient administrative, technological, and physical infrastructures to meet the needs of our constituents.

FOCUS AREA GOAL

G. Internal Controls and Processes:

Strengthen our internal controls and processes while being cognizant of efficiency to continue good stewardship of the public trust and fiscal responsibility.

STRATEGIES

The strategic plan is composed of high-level countywide strategies that the County is adopting for each Focus Area Goal. The strategies represent a collaborative effort by all County departments. Developed to engage the work of more than one County department, all strategies are intentionally broad, overarching and encompassing.



NORTH STAR 1: Make investments that transform lives.

FOCUS AREA GOAL

- A. Healthy Individuals and Families:** Invest in County health systems and expand care capacity that supports the physical health, mental health, and overall well-being of individuals across the life course continuum. This includes addressing the social determinants of health that impact residents' well-being.

STRATEGIES

- i. **Pregnancy and Birth:** Support pre-natal care, pregnancy, healthy births, postpartum services and prevent adverse birth outcomes.
- ii. **Improve Health Outcomes:** Promote comprehensive, inclusive, culturally-responsive competent care, healthy lifestyles, and the improvement of physical health outcomes.
- iii. **Behavioral, Mental Health and Substance Use Disorder:** Streamline and support crisis response and continuum of care to address the behavioral health, mental health needs, substance use disorders and the well-being of individuals and families, with emphasis on our most vulnerable populations.

FOCUS AREA GOAL

- B. Employment and Sustainable Wages:** Support social mobility, economic and workforce development, job training, meaningful connections, and access to employment opportunities with sustainable wages for County residents, with emphasis on those who are experiencing barriers to employment or the ability to earn a sustainable wage. Support small and large business growth to maintain job supply.

STRATEGIES

- i. **Remove Barriers:** Remove unnecessary barriers to employment, particularly for our most vulnerable residents circling through our County systems.
- ii. **Job Preparation:** Invest in job training/education and preparation opportunities.
- iii. **Job Creation:** Support initiatives, projects, and partnerships that generate employment opportunities.
- iv. **Sustainable Wages:** Support efforts to earn and provide sustainable wages.



STRATEGIES continued

FOCUS AREA GOAL

- C. Housing and Homelessness:** Support efforts that prevent displacement, increase access to housing stability, develop more affordable housing, sustain homeownership opportunities, and enhance the effectiveness of the County's homeless rehousing system.

STRATEGIES

- i. Affordable Housing:** Preserve and develop more quality affordable housing for those who reside in LA County.
- ii. Homeownership:** Provide access to financial resources and programs that support & sustain homeownership.
- iii. Homelessness (HI Framework):** Implement the new framework that focuses on three key partners –
 - (1) Rehousing System,
 - (2) Mainstream County Government Systems, and
 - (3) Partnerships with Cities, using five categories of action: Coordinate, Prevent, Connect, House, and Stabilize; and strengthen County leadership.
 - a. Rehousing System: Leverage the critical infrastructure and capacity of the homeless rehousing system.
 - b. County Government Systems: Delineate the activities that must permeate all our mainstream systems in order to “catch” County residents before they fall into homelessness, or just after.
 - c. Partnerships with Cities: Identify the most impactful ways for the County to collaborate with cities to meet local needs, increase housing, provide solutions for the unsheltered, and address encampment resolution.
 - d. County Entity and Leader: Create a County entity with responsible charge, accountability, and authority over homelessness, and identify a County leader.

FOCUS AREA GOAL

- D. Support Vulnerable Populations:** Address conditions which drive interactions with the County's child welfare, homeless rehousing, carceral, law enforcement, and justice systems.

STRATEGIES

- i. Prevention:** Provide child welfare prevention supports (a continuum of primary, secondary, and tertiary) and youth development related programming and services, for at-risk, justice-involved, and transitional aged children, youth, families, and communities at all stages of the sequential intercept model and child welfare continuum of care model.
- ii. Child Safety and Family Well-Being:** Invest in efforts and supports that promote child safety, protection, and family well-being using the child welfare continuum of care model, while building out the County's Systems of Care.
- iii. Support the Long-Term Success of Transitional Aged Youth:** Implement a comprehensive integrated service delivery plan that ensures self-sufficiency for all transitional age foster youth once they leave care.
- iv. Commercial Sexual Exploitation of Children (CSEC):** Support programs and services to prevent, protect, and serve CSEC youth and their families.
- v. Diversion:** Provide misdemeanor and felony diversion programs and opportunities for justice-involved youth and adults in alignment with the sequential intercept model, and the child welfare continuum of care.
- vi. Re-entry:** Invest in re-entry, release, and community supports for justice-involved and transitional aged youth and adults.
- vii. Older Adults & People with Disabilities:** Support purposeful aging, enhance service delivery and care, promote accessibility, and champion an environment where the needs, health, well-being, and rights of older adults, people with disabilities, and those who are dependent are prioritized.
- viii. Interpersonal Violence:** Invest in programs and efforts that prevent all types of interpersonal violence and provide support to those who have experienced any form of violence from others.
- ix. Faith-Based Community Partnership:** Implement programs to partner with the faith-based community to support their efforts in serving the needs of vulnerable County populations.



STRATEGIES continued

NORTH STAR 2: Foster vibrant and resilient communities.

FOCUS AREA GOAL

A. Public Health: Address community-wide issues, social determinants of health, risks and conditions that contribute to health disparities and threaten healthy lifestyles, and environmental and community health.

STRATEGIES

- i. **Population Based Health:** Focus on our County health systems to improve health outcomes of individuals and communities with an emphasis on providing quality, accessible, and culturally-responsive services.
- ii. **Reduce Self-Harm:** Invest in programs and services to reduce the occurrence of overdose and suicide, and expand options to provide outreach, education, harm reduction programming, and treatment to individuals about the risk factors, warning signs, prevention, and alternatives to self-harm.

FOCUS AREA GOAL

B. Care First, Jails Last: Implement a new vision of community safety in LA County, one centered on health solutions and services provided in the community so that jail is the last option rather than the first and only response.

STRATEGIES

- i. **Community Engagement & Trust:** Support programs, services and operations that strengthen community relations and trust through law enforcement transparency and accountability.
- ii. **Systems of Care and Support:** Reduce the incarcerated population, depopulate and close Men's Central Jail, and expand the system of care and support in LA County to provide improved resources to and better meet the needs of justice-involved individuals.
- iii. **Integrated, Equitable, and Culturally-Responsive Services:** Implement the Board's care first vision to deliver integrated, equitable, and culturally-responsive pretrial and diversion services across the County.
 - a. **Build Capacity:** Continue to expand the system of care and support in LA County to provide improved resources to better meet the needs of justice involved individuals.
 - b. **Independent Pretrial Services:** Implement the Board's care first vision to deliver integrated, equitable, and culturally-responsive pretrial and diversion services across the County.
 - c. **Jail Depopulation:** Divert justice-involved individuals away from jails, in an effort to lessen the LA County jail footprint.
 - d. **Create Connections:** Increase opportunities, linkages, and connections to needed services and supports.
- iv. **Reduce Violence in Communities:** Develop comprehensive, place-based plans to reduce violence in high-need communities experiencing high levels of violence.

FOCUS AREA GOAL

C. Public Safety: Enhance the safety of the public and our communities by addressing the risks, danger, harm, and conditions that cause, drive, or can help mitigate unlawful activity and crime and supports law enforcement accountability and transparency.

STRATEGIES

- i. **Prevention, Protection & Security:** Support and invest in innovative practices, crime prevention resources and infrastructure to provide protection and security.
- ii. **Operational Enhancement:** Enhance organizational and administrative operations, and training of our public safety entities, to better serve the community.
- iii. **Law Enforcement Accountability and Transparency:** Support communication with the public on sensitive matters like staff conduct, use of force, and custody conditions, and enhance compliance through robust civilian oversight and compliance review processes.

STRATEGIES continued

FOCUS AREA GOAL

- D. Sustainability:** Focus on environmental justice, particularly in communities that have long endured industrial contamination, and “Our County” Sustainability Plan’s 12 broad, aspirational, and cross-cutting goals, that embrace positive change and address sustainability issues regionally. ([Our County: The Los Angeles County Sustainability Plan](#)).

STRATEGIES

- i. **Climate Health:** Mitigate climate change and build climate resilient communities.
- ii. **Green Economy:** Make an equitable transition to, and invest in the growth of, a carbon-free green economy.
- iii. **Natural Resources:** Support thriving ecosystems, habitats, and biodiversity.
- iv. **Environmental Justice:** Facilitate healthy communities and access to clean air, soil, and water, particularly in communities that have long endured industrial contamination.

FOCUS AREA GOAL

- E. Economic Health:** Deploy and diffuse community resources and investments through partnership with community-based institutions, organizations, corporations, and small businesses to enhance the economic health of all communities.

STRATEGIES

- i. **Community-Based Institutions & Organizations:** Strengthen the capacity, role, and partnerships with community-based institutions and organizations to help serve our communities and strengthen the social fabric within them.
- ii. **Small Businesses:** Invest in and sustain our small businesses to support them as they serve as the economic engines of our communities.
- iii. **Job Growth:** Identify opportunities to support job growth within small and large businesses.
- iv. **Disadvantaged Communities:** Invest in and strengthen the



economic capacity and infrastructure in historically disadvantaged and under-resourced communities.

FOCUS AREA GOAL

- F. Community Connections:** Invest in our communities and create public spaces and programs that are welcoming, accessible, where all residents can easily build relationships, create social networks, feel connected, and can access opportunities.

STRATEGIES

- i. **Engagement:** Engage businesses, community-based institutions, and community members to facilitate positive social connections and relationships.
- ii. **Community Participation:** Encourage community participation in government efforts and initiatives.
- iii. **School and Early Education Support:** Increase support for student and family school engagement and well-being through expansion of integrated student supports.
- iv. **Support Efforts to Engage Children and Families:** Identify philanthropic and other funding opportunities to extend programs and services for underserved youth and families, including early learning programs and mobile literacy services.

STRATEGIES continued

NORTH STAR 3: Realize tomorrow's government today.



FOCUS AREA GOAL

- A. Communication & Public Access:** Provide increased transparency and accessibility to government services and communication, including information that is easy to understand and available in multiple languages and formats.

STRATEGIES

- i. **Customer Service:** Support departmental efforts to improve customer service and to enhance efficiency and responsiveness to meet the needs of all residents.
- ii. **Stakeholder Engagement:** Ensure stakeholder engagement in policy development.
- iii. **Participatory Budgeting:** Enhance participatory budgeting efforts that provides opportunities for public engagement and community recommendations.

FOCUS AREA GOAL

- B. Diverse and Inclusive Workforce:** Strive to meet the highest standards and promote a more diverse and inclusive County workforce that seeks to be representative of County residents.

STRATEGIES

- i. **Outreach and Recruitment:** Conduct outreach, recruitment and hiring to increase diversity and inclusivity using best practices.
- ii. **Fairness and Equity:** Promote a fair and equitable workplace.
- iii. **Top-Rated Workforce:** Develop and retain a top-rate workforce committed to serving the people of Los Angeles County.

FOCUS AREA GOAL

- C. Equity-Centered Policies and Practices:** Institutionalize the use of an equity lens in County policies and practices.

STRATEGIES

- i. **Policies and Practices:** Ensure policies and practices that are equity-based, seek to eliminate barriers, and drive racial, social, and economic equity.
- ii. **Remediate Biased Policies and Practices:** Identify and remediate racist, gendered, ageist, and other biased policies that perpetuate inequity (<https://ceo.lacounty.gov/racial-equity-strategic-plan/>).
- iii. **No Wrong Door Approach:** Establish a true no wrong-door approach for people experiencing homelessness that interact with County systems, advance equity, and prioritize at-risk households.

STRATEGIES continued

FOCUS AREA GOAL

- D. Streamlined and Equitable Contracting and Procurement:** Implement streamlined and more equitable contracting and procurement systems and opportunities.

STRATEGIES

- i. **Accountability and Equity:** Strengthen the County's capacity to detect and avoid conflicts of interest in contracting and procurement processes, and create more equitable access.
- ii. **Modernize Contracting and Procurement:** Modernize the contract and procurement process to decrease timelines and increase the efficiency of awarding contracts and procurements.

FOCUS AREA GOAL

- E. Data-Driven Decision Making:** Use equity and data to continually assess and strengthen our efficiency and effectiveness, maximize and leverage resources, ensure fiscal responsibility, and hold ourselves accountable.

STRATEGIES

- i. **Facilitate Data Sharing:** Facilitate data sharing within and across departments to ensure policy and operational recommendations are well informed.
- ii. **Budgeting:** Revamp longstanding budgeting conventions so that they are equity-focused and data-driven.

FOCUS AREA GOAL

- F. Flexible and Efficient Infrastructure:** Use lessons learned from the recent pandemic to implement flexible and efficient administrative, technological, and physical infrastructures to meet the needs of our constituents.

STRATEGIES

- i. **Eliminate Time Tax:** Eliminate the time tax or administrative burdens experienced by our constituents by reducing or eliminating unnecessary processes that delay providing services. Eliminate financial burdens placed by delays in permitting and inspections, and expedite the time to provide refunds to property taxpayers.
- ii. **Modernize Infrastructure:** Evaluate our current IT infrastructure and capital projects, and address identified needs to replace or modernize legacy/obsolete infrastructure and to leverage technological advancements that increase visibility, accessibility, and ease of use for residents.
- iii. **Technological Advancement/Digital Divide:** Invest in equitable access to the internet, technology, and digital resources.



FOCUS AREA GOAL

- G. Internal Controls and Processes:** Strengthen our internal controls and processes, while being cognizant of efficiency, to continue good stewardship of the public trust and fiscal responsibility.

STRATEGIES

- i. **Maximize Revenue:** Implement processes to systematically leverage resources to help fund County initiatives.
- ii. **Manage and Maximize County Assets:** Maximize use of County assets, guide strategic investments (including real estate and space management) in ways that are fiscally responsible and align with the County's highest priority needs.
- iii. **Measure Impact and Effectiveness of our Collective Efforts:** Develop and operationalize a range of metrics and measures to track implementation and outcomes of the PLAN and other County initiatives.
- iv. **Enhance County's Fiscal Strength Through Long-Term Planning:** Develop and implement a plan to address the County's long-term unfunded liabilities and consider future financial implications of ongoing legal settlements and consent decrees.

CONCLUSION

CONCLUSION

This Strategic Plan is more than an ambitious declaration of what LA County aspires to accomplish in the next six years. It is our goal and commitment to the 9.7 million individuals who built their lives and futures here. For our constituents, we want it to be positive, lasting, and tangible in their everyday life. We want to work together with all partners to make this the best life we can from the time we hear a baby's first cry to the time we see an older adult's tears of joy at a life lived well.

While we have asked our constituents to Choose LA County, we are also choosing it ourselves. The County's future depends on our commitment to and achievement of the strategies in this PLAN. Our work begins today to serve our constituents better, increase our engagement, make good decisions, be accountable, and provide our residents with every chance at a good life.

