



***Paving the Road to Safety for Our Children:
Los Angeles County's Prevention Plan***

Two Years In...

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Executive Summary

Two years ago, the Los Angeles County Office of Child Protection (OCP) released a report titled [Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County](#) (June 2017). Creating this plan was a collaborative effort across a wide variety of stakeholders that included community providers, advocates, County departments, universities, nonprofit organizations, philanthropy, school districts, former foster youth, and parent partners, with significant contributions from First 5 LA and the Children’s Data Network. *Paving the Road* is the OCP’s blueprint for partnering with the Los Angeles region’s diverse communities to coordinate and expand existing prevention-focused networks to further strengthen families, prevent child maltreatment, and reduce unnecessary burdens on the child welfare system.

A year into our plan, we released a look at our progress toward implementing it, in [One Year Later ...](#) After a second year (now), we have achieved many of our goals and met key progress milestones on all segments. What follows is a sample of these activities and developments (discussed in the full report) that have been achieved so far.

Key Accomplishments

Connecting and Supporting Prevention Networks

- Working with First 5 LA, the Department of Public Health (DPH), the Department of Mental Health (DMH), the Department of Children and Family Services (DCFS), Workforce Development, Aging and Community Services (WDACS), the prevention and aftercare networks (P&As), the Children’s Data Network, and the Policy Roundtable for Child Care and Development, the OCP was able to identify and map over 500 prevention-related networks via a countywide survey.
- In partnership with local community host agencies and parent representatives from across the county, the OCP facilitated 11 community-input sessions to vet draft recommendations for enhancing prevention-network coordination.
- The [foremost consistent priority](#) identified by stakeholders in all geographies and groups was the need to increase resources for family economic well-being (employment, housing, child care, etc.). Accordingly, the partners plan to focus our upcoming year’s efforts under the “networking the networks” strategy on improving connections/resources specifically around family economic well-being.

Expanding Community-Based (Prevention and Aftercare) Supports

- A new P&A network Request for Proposals (RFP) was released in February, with an addendum issued in July. DMH provided an additional \$30 million in Mental Health Services Act Prevention and Early Intervention (MHSA–PEI) funding for this contract, which now includes performance measures and incentives.

- The OCP invested \$600,000 in a revised launch of DCFS’s Community Prevention Linkages (CPL) pilot project, a partnership between the DCFS Child Protection Hotline and the P&As to increase resource connections for families referred to the Hotline whose concerns do not warrant a DCFS investigation, but whose needs could be addressed through community-based prevention supports. In the past year, the program generated over 4,400 referrals to P&A agencies of “evaluated out” referrals for families who may benefit from their services. Compared to the previous year, the total number of families identified for supports almost doubled, the number of families connected to community supports more than tripled, wait times for services were reduced by 48%, and the rate of children re-referred to DCFS with substantiated abuse or neglect dropped from 4.2% for non-CPL families to 3.0% for CPL families. Of those children re-referred, the number needing to be placed in out-of-home care decreased substantially—16.5% more CPL-program children were able to safely remain in their homes while their families received DCFS services.

Creating a Universal Home-Visiting System for Parents with Young Children

- Combining all funding sources supporting home-visiting services in Los Angeles, our system realized a 55% increase (from \$90 million to \$140 million) in funding between Fiscal Year (FY) 2016–17 and FY 2019–20. This includes the addition of \$18 million in California Work Opportunities and Responsibility to Kids (CalWORKs) dollars, as well as substantial growth in Mental Health Services Act (MHSA), Title XIX match, and Healthy Start funds.
- DPH identified and allocated \$5 million in state Substance Abuse Prevention and Control (SAPC) prevention funds to launch an innovative model that includes offering the benefits of intensive home visiting to women receiving care in the substance-abuse treatment system. The pilot project launched in May 2019 with five DPH-SAPC substance-use disorder treatment providers at nine locations situated across Supervisorial Districts 1, 2, and 4. DPH-SAPC will expand this initiative countywide in FY 2019–20.
- Whole Person Care (WPC) approved up to \$1.15 million per year for two years via WPC roll-over funds for DPH to implement and sustain *doula* services in the three SPAs with the highest African-American infant-mortality rates (1, 6, and 8). This enhancement addresses three components of [the County’s home-visiting plan](#): 1) the incorporation of trusted, less-intensive resources into our system of maternal support; 2) the increase of paraprofessional employment opportunities for community members; and 3) the continued alignment between our county’s African-American infant-mortality and home-visiting efforts.
- Numerous system enhancements also improved the quality of services and access to them, including an [eDirectory](#) that now provides electronic eligibility screening and triage for families/expectant parents, plus the rollout of perinatal mental health training.

Developing an Efficient Early Care and Education System

With the support of matching grant funds from the Los Angeles County Quality and Productivity Commission, the OCP and First 5 LA conducted a comprehensive fiscal analysis of early care and education programs across the county. This included a catalogue of all funding for early care and

education services across both direct services and quality system supports, and center-based and family child care revenue and expense models. This analysis provides us with a first-ever large-scale analysis of the early care and education funding landscape in Los Angeles County (and the gap between available funding and unmet needs), and also provides recommendations for what the County can do to maximize resources and create a more efficient and effective system. Recommendations developed from this report are currently being vetted with stakeholders and will be released this fall.

Measuring Our Prevention Efforts

Through a collaboration with the Chief Information Office (CIO), the Chief Executive Office (CEO), First 5 LA, DMH, DCFS, the Children's Data Network, DPH, the Department of Health Services (DHS), the Los Angeles County Office of Education (LACOE), other departments, and data experts, the OCP has developed an initial set of countywide prevention metrics that measure the County's efforts to support strong children, families, and communities. Our goal is to finalize this initial set of metrics with key partners and develop a plan this fall for the County to consistently measure and report on these prevention outcomes.

Key Efforts of County Departments

One of the most exciting evolutions over this past year has been the way in which each department has not only fulfilled past commitments, but actively launched additional prevention-related partnerships and initiatives. Numerous departments have embraced deep ownership of innovative efforts to transform our communities so that families have access to the resources and support they need to thrive. Accordingly, this document includes updates on a wealth of new investments being made by departments to advance prevention work, including DPH, DMH, DCFS, DPSS, WDACS, DHS, Child Support Services (CSSD), the Public Library, Parks and Recreation (DPR), Probation, and LACOE.

Improving Awareness and Access to Services

- DMH launched three new initiatives—Community Schools, prevention programming, and Student Well-Being Centers—to expand its School-Based Community Access Platforms (SBCAPs) and increase access to prevention services. These are joint partnerships with LACOE, the Los Angeles Unified School District (LAUSD), and DPH, respectively, to increase school-based connections for parents to comprehensive family supports.
- CSSD has successfully used digital marketing, ambassadors, and social-media campaigns to raise public awareness of the services and opportunities available to assist families; CSSD's social-media sites average 1,500 views per month. Last year, through targeted social media and partnerships, CSSD served over 242,000 children and families in Los Angeles County.
- DHS brought together lawyers and health-care teams to address legal and medical needs in tandem, creating the Medical Legal Community Partnership—Los Angeles (MLCP—LA). MLCP—LA teams up health-care and legal professionals to connect vulnerable, low-income individuals and families with free legal help in a variety of areas that ultimately affect their physical,

emotional, and mental health. Between July 2018 and June 2019, over 1,100 people were referred for legal assistance.

Strengthening Parenting Skills

- The P&A agencies sponsored through DCFS and DMH identified father engagement and eliminating racial disproportionality and disparity for African-American families as priorities for improving parent support, and responded by offering programs such as Project Fatherhood, Young Dads Community Action Groups, the Supporting Father Involvement program, Effective Black Parenting training, and Cultural Broker presentations in partnership with DCFS regional offices.
- Through the Los Angeles County Public Library's DMH partnership, the Triple P (Positive Parenting Program) has conducted over 16,000 sessions to teach parents strategies to cope with common behavior issues.

Creating Safe, Welcoming Spaces for Child and Youth Development

- The Public Library partnered with the Probation Department to integrate literacy and family-support programming into Probation settings. With support from a \$2 million Juvenile Justice Crime Prevention Act grant, library programming now exists at all five of Probation's Juvenile Day Reporting Center (JDRC) sites: Boyle Heights, El Monte, Long Beach, South Los Angeles, and Van Nuys. Family-based programs—designed for youth up to 18 years old, as well as their parents and siblings—help strengthen relationships and provide a supportive framework for teen participants.
- The Department of Parks and Recreation's newest initiative, Our SPOT (Social Places and Opportunities for Teens), has been implemented in nine of the County's parks, providing students in grades 6 through 12 with a safe place to congregate while exploring leadership and artistic programming that will enrich their lives now and in the future.

Preventing Violence, Healing Trauma, and Supporting Resilience

- DPH established the Office of Violence Prevention (OVP) and the Trauma Prevention Initiative (TPI) to address violence and trauma in Los Angeles. Through the TPI, DPH supports intervention services in four communities in South Los Angeles, including through Hospital Based Violence Intervention at St. Francis Medical Center and Harbor-UCLA. DPH also continues to work with the Sheriff's Department, schools, parks, and other partners to coordinate efforts around street outreach and intervention, peace building, conflict mediation, referrals to services and limited case management, youth development, community safety planning, safe passages, and community outreach and events.
- In 2019, DPH launched the MLK Community Healing and Trauma Prevention Center at the Charles R. Drew University of Medicine and Science. Since its opening, the center has experienced over 5,000 visits and has remained flexible to unexpected community needs, such as extending evening hours in the wake of the murder of Nipsey Hussle in March 2019.

- Probation improved mental health and academic outcomes for its youth through the new Early Intervention and Diversion Program launched in partnership with DMH’s community-based contractors. This program provides mental health services to first-time offenders and their families to reduce recidivism, support educational outcomes, and improve the mental health of the entire family.

Promoting Early Literacy and Child Development

- The Public Library, through funding provided by DMH, has hosted numerous early literacy and child development programs, including:
 - Reading Machine provided young children access to high-quality story times and early literacy-skill practice, modeling best practices for early literacy-skill support.
 - Smarty Pants Storytime introduced basic school-readiness skills to 61,400 individuals.
 - Cultural Programming delivered 160 presentations to a total of 5,780 children.
- Also through funding provided by DMH, the Library invested in MākMō vehicles, providing affiliated STEAM (science, technology, engineering, arts, and math) programming not previously available; 1,130 library-based MākMō programs have helped 21,500 youth and adults to build social/emotional well-being and community-connections protective factors.

Connecting Youth to Workforce Opportunities

- WDACS—in partnership with the Los Angeles County Department of Human Resources (DHR)—launched the Countywide Youth Bridges Program (CYBP), the County’s first public-sector strategy to establish a direct talent pipeline of next-generation County employees. In CYBP’s inaugural period, 1,171 youth participated: 97% were system-involved youth and 94% were youth of color.
- The Department of Parks and Recreation launched Parks After Dark (PAD) Youth Employment, a collaboration with WDACS and America’s Job Centers of California (AJCC) to recruit and hire youth to work during PAD. The program resulted in the hiring of over 220 youth during summer 2019; youth will also be hired to work during winter and spring PAD programs. In addition to gaining valuable experience and serving the community, youth received personal enrichment training from the AJCCs through this program.

Introduction

Two years ago, the Los Angeles County Office of Child Protection (OCP) released a report entitled [*Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County*](#) (June 2017). Creating this plan was a collaborative effort across a wide variety of key stakeholders that included community providers, advocates, County departments, universities, nonprofit organizations, philanthropy, school districts, former foster youth, and parent partners, with significant contributions from First 5 LA and the Children’s Data Network. It is our blueprint for partnering with the Los Angeles region’s diverse communities to coordinate and expand existing prevention-focused networks to further strengthen families, prevent child maltreatment, and reduce unnecessary burdens on the child welfare system.

We believe that connecting families early on to positive family supports will reduce the number of children and families touched by the child welfare system, as well as decrease the length and intensity of interactions for those who must be involved.

The definition of “prevention” we use includes:

- Support for concrete needs like food and housing
- Opportunities for social, recreational, and community connections that reduce isolation and build personal support systems
- Access to economic and employment prospects
- Assistance in navigating the broad and often confusing array of available education, health, mental health, and other services

We aspire to build a culture where communities are equipped to provide families the types of support and connections that reduce their need for more intensive services, and where it is both accepted and expected for families to reach out for help when necessary.

Our premise is that all partners must “own” prevention, and recognize their roles in helping to achieve it, if we are ever going to make the kinds of expansive and lasting changes we all hope for. Informed by research, experiences across the County, and best practices, *Paving the Road* presented key opportunities for leveraging existing partnerships to prevent child maltreatment. Our partners have gone above and beyond in realizing those opportunities and building out additional ones. We are energized by the progress that has been made so far, and grateful to continue collaborating with all of our partners and stakeholders who have been so passionate and dedicated in moving this work forward.

Where We Are Today

Two years after issuing *Paving the Road*, we have achieved numerous goals established in the plan and are well underway with implementing others. Moreover, we have witnessed a broadly shared commitment to prevention among multiple County departments, along with follow-through in identifying and building out additional crucial community supports.

What follows is a summary of key activities and developments that have been achieved so far.

Action Plan Strategies

1) Map out and then weave together existing prevention networks.

Los Angeles County is home to a number of successful networks, including the prevention and aftercare agencies (P&As), Best Start community partnerships, the community child abuse prevention councils, the Medical Hubs, Health Neighborhoods, America's Job Centers of California (AJCCs), and other established and emerging groups with a similar family-strengthening focus. These networks can be leveraged, connected, and expanded deliberately to deepen their prevention impact.

Working with First 5 LA, the Department of Public Health (DPH), the Department of Mental Health (DMH), the Department of Children and Family Services (DCFS), Workforce Development, Aging and Community Services (WDACS), the P&As, the Children's Data Network, and the Policy Roundtable for Child Care and Development, we analyzed and identified strategies for enhancing connections and coordination across existing prevention networks—"networking the networks."

- In 2018, the OCP and its partners developed, distributed, and analyzed data from a survey designed to discover what kinds of prevention networks currently exist, identify overlaps and gaps in specific regions of the county, learn how networks connect with each other, and learn what barriers prevent them from making meaningful connections. The 70 survey responses identified and mapped over 500 prevention-related entities throughout Los Angeles County. Based on that information, partners drafted ideas for opportunities to better support network efficacy countywide.
- In partnership with local community host agencies, Big Orange Splot, LLC, facilitated 10 community-input sessions, plus one with parent representatives from across the county. These convenings served as forums to vet our draft recommendations for enhancing prevention-network coordination with stakeholders from multiple networks, and also to begin weaving those networks together.
- A [report of the session findings](#) was produced by Big Orange Splot, LLC, in May 2019. The leading priority identified by stakeholders was the need to increase resources and collaboration around family economic well-being, a recommendation consistent across all geographies and stakeholder groups. Housing, employment, financial literacy, and legal assistance were the top needed components mentioned.

- Based on those recommendations, a workgroup inventoried potential partners active in the economic well-being arena to begin planning strategic partnerships to increase connections between local child well-being networks and nontraditional, economically focused partners like workforce development, business affairs, and community resource centers. Workgroup partners decided to focus efforts in the upcoming year on improving network connections and resources specifically around family economic well-being.

2) Expand the capacity of the prevention and aftercare networks (P&As).

The P&A organizations are part of a critical web of providers across the county who effectively reach out to and engage parents, assisting them as they navigate often-complex systems of services. In so doing, providers develop relationships with these parents, building upon their natural assets through the [Strengthening Families Approach](#).¹ Those relationships in turn create trusting environments that encourage parents to disclose family needs and access appropriate services early, as family stressors occur.

The OCP, DCFS, DMH, the University of California Los Angeles, and the Children’s Data Network have been working with the P&As to reach families that could benefit from earlier support and to expand the capacity of families served. Milestones achieved over the last year include:

- ✧ A new P&A network RFP was released in February, with an addendum issued in July. DMH provided an additional \$30 million in Mental Health Services Act Prevention and Early Intervention (MHSA–PEI) funding for this contract, which now includes performance measures and incentives.
- ✧ The OCP launched a revised pilot project with DCFS’s Child Protection Hotline and the P&As—the Community Prevention Linkages (CPL) project—on July 1, 2018, to serve families referred to the Hotline whose concerns do not warrant a DCFS investigation, but where an identified need exists that could be addressed through community-based prevention supports. The OCP provided \$600,000 to support this pilot. The program began July 1, 2018, and generated over 4,488 referrals for P&A agencies to directly contact families with “evaluated out” referrals who may benefit from their services in its first year of pilot implementation (July 2018—June 2019):
 - The number of families connected to community supports **more than tripled** (224 in 2017 to 734 in year 1) — an **increase of 510 more families**.
 - The revised pilot streamlined the process for connecting families to services, which resulted in a reduction of excessive wait time from a maximum of 27 business days to a maximum of 14 business days—**almost 3 weeks faster**—a 48% time reduction.

¹ Child Welfare Information Gateway (2014). Protective factors approaches in child welfare. Washington, DC: U.S. Department of Health and Human Services.

- The rate of children re-referred to DCFS with **substantiated abuse or neglect dropped by 1.22%** (4.23% for non-CPL families vs. 3.01% for CPL families).
 - Of those children re-referred, the number needing to be placed in out-of-home care decreased (38.71% for non-CPL families vs. 22.17% for CPL families), as **16.54% more** CPL-program children were able to **safely remain in their homes** while their families received DCFS services.
- ✧ Gita Cugley and Associates (GC&A) developed a curriculum for and implemented trauma-informed care support for P&A service providers, and also provided technical assistance to P&A agencies to maximize their leveraging of the new DMH funding stream.

3) Create a universal home-visiting system.

Home-visiting programs connect to families at the very earliest stages possible, offering critical support to expecting and new parents. With a combination of parenting information, coaching, and connections to key services, home visiting has been proven to increase parenting skills, enhance child health and development, raise high school graduation rates, lessen juvenile-justice involvement, and reduce child maltreatment.²

This was a significant year for expanding and improving home-visiting resources in Los Angeles County. Combining all funding sources supporting these services, our system has realized a 55% increase (from \$90 million to \$139.5 million) in funding between FY 2016–17 and FY 2019–20. This includes the [notable addition](#) of \$18 million in California Work Opportunities and Responsibility to Kids (CalWORKs) funding, as well as substantial growth in Mental Health Services Act (MHSA), Title XIX match, and Healthy Start funds.

We continue to work with DPH, First 5 LA, DMH, the Department of Public Social Services (DPSS), DCFS, the Probation Department, the Department of Health Services (DHS), the Children’s Data Network, the Center for Strategic Partnerships (CSP), the Los Angeles Best Babies Network, the LA County Perinatal and Early Childhood Home Visiting Consortium (Consortium), and others on expanding home-visiting services available to vulnerable families. This section enumerates the milestones accomplished through our partnerships this past year.

❖ Mental Health Services Act–Prevention and Early Intervention Expansion

DMH and DPH, in partnership with First 5 LA and the Los Angeles Best Babies Network, have made substantial progress in the expansion of home visiting funded with DMH’s Mental Health Services Act Prevention and Intervention (MHSA–PEI) dollars.

² “Home Visiting.” Children Now Issue Brief (2008). On high-school graduation rates, see, for example, *Research Spotlight on Success: Healthy Families America Promotes Child Health and Development*, Healthy Families America, www.healthyfamiliesamerica.org.

- ✧ This expansion represents a significant opening of access to evidence-based home-visiting support for families previously excluded from services because of where they live or the ages of their children.
- ✧ DPH finalized contracts with 17 home-visiting agencies to expand the Healthy Families America (HFA) and Parents As Teachers (PAT) programs throughout Los Angeles County for FY 2018–2019. As of July 2019, 143 HFA and PAT staff are operating under this new funding stream. As of mid-July, 724 active clients were being served under expansion funding.
- ✧ Total home-visiting capacity for the HFA, PAT, and Nurse-Family Partnership (NFP) models has risen by 1,265 families since the expansion began—increasing a capacity to serve a combined number of 4,320 families to the capacity to serve 5,575. This will continue to grow as the first and second allocations of CalWORKs and California Home Visiting Program funds are distributed to agencies.

❖ **Multiple Healthy Start Grants Awarded in Los Angeles County**

DHS's MAMA'S Neighborhood program was awarded a federal Healthy Start grant to build on its current work of reducing racial and ethnic disparities in infant mortality and adverse perinatal outcomes in high-risk areas of the county. The program offers family-centered clinic and home-based intensive care management, individual and group classes, and other strategies to help build resilience within these families. SHIELDS for Families, Inc. also won a federal Healthy Start grant. Combined, these new awards increase the availability of Healthy Start home visiting from a capacity to serve 500 clients per year, only in Service Planning Area (SPA) 6, to the capacity to serve 1,400 clients per year in multiple locations within Los Angeles County.

❖ **Substance Abuse Prevention Control (SAPC)–Linked Home-Visiting Model**

DPH, DHS's MAMA'S Neighborhood project, Planned Parenthood, and SAPC-funded substance-abuse programs have collaborated to launch an innovative pilot using \$5 million in state Substance Abuse Prevention and Control (SAPC) prevention funds to offer the benefits of intensive home visiting to women receiving care in the substance-abuse treatment system—a population at high risk for unintended pregnancy, sexually transmitted infections, and adverse pregnancy outcomes. This proactive program starts with a universal screening of women for pregnancy intent and goes on to provide case management for all and home visiting for those who become pregnant. The pilot project launched in May 2019 with five DPH-SAPC substance-use disorder treatment providers at nine locations situated across Supervisorial Districts 1, 2, and 4. DPH-SAPC will expand this initiative countywide in FY 2019–2020.

❖ Innovative Pilots Pave the Way to Universal Support

First 5 LA has been hosting bimonthly cross-sector health-leadership convenings to share perinatal well-being and health-equity innovations, including home-visiting pilots and connections. Three health plans have launched home-visiting–related pilots:

- ❖ Health Net’s MemberConnections program provides postpartum home visits to help high-risk members schedule their doctor appointments, to screen for postpartum depression, and to provide resources in response to member needs.
- ❖ First 5 LA and Blue Shield of California Promise Health Plan are working to improve the leveraging of home-visiting resources for expectant members in the Antelope Valley. Through this partnership, Blue Shield Promise plans is piloting the referral of pregnant women who access its local primary-care clinics to First 5 LA–funded home-visiting programs.
- ❖ The Moms of Molina program (MOM) provides a home visit to every new Molina Healthcare–enrolled mother living in Riverside, San Bernardino, Los Angeles, San Diego, Imperial, and Sacramento counties. The nurse practitioner conducting the visit provides a physical and emotional assessment of the new mother (a postpartum depression screening), health education, and referrals to community resources—the federal Women Infants and Children (WIC) nutrition program, the state’s Black Infant Health program, mental health services, etc.

In addition, Whole Person Care (WPC) approved up to \$1.15 million per year for two years via WPC rollover funds for DPH to implement and sustain *doula* services in the three SPAs with the highest African-American infant-mortality rates (1, 6, and 8). This system enhancement addresses three components of [the County’s home-visiting plan](#): 1) the incorporation of trusted, less-intensive resources into our system of maternal support; 2) the increase of paraprofessional employment opportunities for community members; and 3) the continued deepening of alignment between our county’s African-American infant mortality (AAIM) and home-visiting efforts.

❖ eDirectory Launch

The Consortium launched an [eDirectory](#) in April 2019 in partnership with Los Angeles Best Babies Network, the Center for Strategic Partnerships, the OCP, and DPH. This electronic eligibility and referral system improves the ability of P&A network navigators, First 5 LA–funded outreach specialists, DHS teams, DPH nurses, home-visiting agencies, and others to provide timely and accurate referrals to home-visitation providers. Over 480 unique individuals used the eDirectory between April and mid-July. Training for and promotion of the eDirectory has been provided to outreach specialists, Consortium members, P&A agencies, Partnerships for Families agencies, the Los Angeles Unified School District (LAUSD), WIC, AAIM, Early Head Start, multiple listservs, and other networks. The OCP, DPH, and First 5 LA are working together to include eDirectory functionality into the county’s [Help Me Grow](#) system and to explore

integration of the eDirectory functionality into health-plan electronic referral systems, County-sponsored and otherwise.

❖ Improved Mental Health Supports

DMH has worked on multiple fronts to bolster the availability and accessibility of perinatal mental-health capacity for home-visiting clients in Los Angeles.

- ❖ DMH partnered with the Los Angeles Best Babies Network to provide trainings for home visitors in the areas of mental health and birth-to-three services. During FY 2018–19, several Mental Health First Aid trainings, service-navigation meet-and-greets, and Access to Care webinars were provided for home visitors throughout the county.
- ❖ DMH also rolled out multiple trainings for clinicians to increase their capacity to identify and help clients suffering from mental health disorders, including:
 - Perinatal Well-Being one-day trainings for DMH’s directly operated programs
 - Perinatal Well-Being five-day trainings for clinical staff
 - A Birth to Three webinar series for clinicians working with zero to three-year-olds
 - Trauma- and resilience-informed curriculum trainings for the Nurse-Family Partnership, Healthy Families America, and Parents As Teachers programs, delivered through partnerships with the DMH-UCLA Prevention Center of Excellence at the University of California Los Angeles’s Division of Population Behavioral Health

❖ Los Angeles Home-Visiting Collaborative Leadership Council

The Los Angeles County Home-Visiting Collaborative Leadership Council launched on February 2019. Led by DPH, this group supports the implementation of [the County’s home-visiting plan](#), delivered to the Board of Supervisors in July 2018. It also serves as an ongoing leadership group to monitor system efficacy and pursue additional system-reform opportunities. Representation on the group includes First 5 LA, DMH, DCFS, DPSS, DHS/MAMA’S Neighborhood Visits, the Los Angeles County Office of Education (LACOE), the OCP, Probation, Los Angeles Best Babies Network, WIC, the Children’s Data Network, Blue Shield of California, the Partnership for Early Childhood Investment, the Policy Roundtable for Child Care and Development, home-visiting provider agencies, and home-visiting clients.

4) Improve access to early care and education (ECE) programs.

High-quality early care and education programs (child care or preschool) that include support for families can also help to prevent maltreatment.³

³ Reynolds, A.J., Mathieson, L.C., & Topitzes, J.W. (2009). “Do Early Childhood Interventions Prevent Child Maltreatment? A Review of Research.” *Child Maltreatment*.

We continue to work with the Policy Roundtable for Child Care and Development, First 5 LA, the Child Care Alliance of Los Angeles, DCFS, DPH, the Commission for Children and Families, DMH, the Child Care Planning Committee, the Alliance for Children's Rights, the Advancement Project, the Southern California Chapter of the California Association for the Education of Young Children, the P&As, LACOE, LAUSD, and others to create and operationalize a roadmap for improving access to early care and education programs. Key milestones achieved this year include:

- ✧ Completed a catalogue of all funding for early care and education services across both direct services and quality system supports. Each entry covers the amount of the funding, the target population, the service capacity or reach, the goals and deliverables of the funding, and accountability and monitoring. The catalogue also includes summary tables detailing funding-source information, capacity, and type of programming.
- ✧ Built center-based and family child-care revenue and expense models that include multiple options for regional variances, as well as a full county model. Program and cost variables at three levels of quality, two types of programming for center-based care (full-day, full-year care and part-day preschool), and two sizes of full-day, full-year family child care settings were included.
- ✧ Developed a draft report that includes narrative content presenting findings from the fiscal analysis and providing additional community and best-practice context on early care and education systems approaches. This draft report not only provides us with a first-ever large-scale analysis of the early care and education funding landscape in Los Angeles County (and the gap between available funding and unmet needs), but also serves as a roadmap for what the County can do to maximize resources and create a more efficient and effective system. It includes eight recommendations based on the qualitative and fiscal analysis above, which fulfill three major goal categories:
 - Leveraging and fully utilizing existing and new resources
 - Maximizing the potential and efficiencies of current structures
 - Increasing equitable access to high-quality early care and education for targeted populations and communities

Once fully vetted, the report will be released in the fall.

5) Monitor the overall well-being of communities.

As we developed the prevention plan during 2016, we heard on our "listening tour" of key community providers that when we are building stronger families, it's important to understand that children live in families, and families live in communities. If we are to be successful in implementing any comprehensive prevention strategy, we need to recognize how communities function so that we can effectively build on their existing strengths and identify ways of addressing their specific challenges.

[A Portrait of Los Angeles County](#), a report capturing countywide health, education, and income-stability data and calculating Human Development Index scores for cities and neighborhoods

throughout the region, was released in November 2017. This report was developed by Measure of America in partnership with a wide variety of stakeholders—multiple philanthropic organizations, County departments and commissions, city departments, community stakeholders, universities, data scientists, policy and advocacy groups, business leaders, elected officials, community-based organizations, and others. It is helping us more specifically target family-strengthening prevention efforts in different communities and to apply a consistent way of measuring economic stability, which community providers identified as a need.

Through support from the Los Angeles County Quality and Productivity Commission, strategic engagement activities have continued with groups and agencies that address all 10 of the priority investment areas identified in the *Portrait of Los Angeles County* report. The report has been disseminated to almost 3,000 programs and organizations since its release. Key activities this year included:

- ✧ Publishing data from the *Portrait* report on the County's [Open Data Portal](#)
- ✧ Working with DMH's prevention/suicide prevention network data workgroup on leveraging the *Portrait* to develop a needs assessment to guide the creation of its strategic plan for promoting mental health and resilience among youth
- ✧ Working with the Los Angeles County Commission for Women's health committee to develop a concept paper on the "health-wealth gap," exploring the relationship between women's health and risks for economic and housing insecurity across the county
- ✧ Working with WDACS and DMH to develop a crosswalk between educational indicators and communities with low educational scores to help them determine how best to align resources to improve educational outcomes and prevent disconnection for youth

6) Develop standardized measures of prevention to evaluate our efforts.

As we intentionally connect and strengthen community-based networks, we must find ways to measure our efforts. Tracking and regularly discussing shared data points can help us understand which investments work most effectively and share stories of successful prevention efforts. Because departments, disciplines, or groups may approach prevention from different perspectives, it is especially important that we develop a shared vocabulary and agreement on desired outcomes and measures.

- Partnering with the Chief Information Office (CIO), First 5 LA, and the Children's Data Network to finalize an initial set of countywide prevention metrics that measure the County's efforts to support strong children, families, and communities; streamlined a list of 30+ measures identified by County departments and stakeholders to 10 to 15 key performance indicators with corresponding actionable indicators. Our goal is to finalize this initial set of metrics with key partners and develop a plan for the County to consistently measure and report on these prevention outcomes by the fall.

- In tandem, First 5 LA has finalized a set of 10 indicators to measure its “Results for Children and Families.” These focus on children having high-quality early care and education experiences prior to kindergarten; children entering kindergarten without any previously unidentified developmental delays and having already been connected to developmentally appropriate services and supports; children being safe from abuse, neglect, and other trauma; and families having the awareness, resources, relationships, and environment to optimize their child’s development. The OCP will continue to work with First 5 LA to maximize the alignment between these 10 indicators and the County’s prevention indicators.

Los Angeles County Department Commitments to and Efforts in Prevention

Listed below are the commitments each County department advanced this year to increase preventive resources in our communities.

Department of Public Health (DPH)

❖ Office of Violence Prevention | Trauma Prevention Initiative

Through the newly established Office of Violence Prevention (OVP) and the Trauma Prevention Initiative (TPI), DPH is focused on achieving prevention, coordinating strategies across multiple forms of violence, supporting existing violence prevention and trauma efforts, identifying gaps, and developing new innovative strategies, policies, and partnerships.

- Through the TPI, DPH has supported intervention services in four communities in South Los Angeles. Since 2018, 645 hospital patients have been engaged and 82 clients are currently receiving Hospital Based Violence Intervention services at St. Francis Medical Center and Harbor UCLA. DPH also continues to work with the Sheriff's Department, schools, parks, and other partners to coordinate efforts around street outreach. Services include peace building, conflict mediation, resource referrals, youth development, community safety planning, safe passages, and community outreach and events.
- DPH launched the MLK Community Healing and Trauma Prevention Center at the Charles R. Drew University of Medicine and Science in September 2018. The center's services promote recovery from trauma through the healing arts, meditation, and support groups, and also promote trauma-informed approaches in communities with high levels of violence. In response to the murder of Nipsey Hussle in March 2019, DPH, DMH, and community agencies provided trauma, grief, and loss support services during extended evening hours at the center and at Brookins-Kirkland Community AME Church. To date, community members have made over 5,000 visits to the center.

Department of Mental Health (DMH)

❖ The Transforming LA Through Partnership Initiative [formerly the "Incubation Academy"]

DMH and a third-party administrator, Community Partners, are offering opportunities for mentorship, training, and technical assistance to small and mid-sized grassroots community-based organizations (CBOs) to increase the capacity of both DMH and CBOs to provide support to stressed communities and to identify, assess, and link individuals to Medi-Cal services based on their needs. This initiative launched in September 2019.

❖ School-Based Community Access Platforms

School-Based Community Access Platforms (SBCAPs) expand access to prevention services supports for students and their families to encourage individual and community well-being and stability. DMH is expanding its SBCAPs by implementing the three new initiatives listed below, which leverage schools as centralized hubs for a comprehensive continuum of mental health care. SBCAPs have five targeted outcomes:

- Creating a trauma-resilient classroom
- Increased kindergarten readiness
- Increased family and community engagement
- Increased consistent school attendance
- Increased social connectedness through referral and linkage

This program includes a partnership with the DMH-UCLA Prevention Center of Excellence at the University of California Los Angeles's Division of Population Behavioral Health.

➤ **Prevention programming with the Los Angeles Unified School District (LAUSD)**

LAUSD's prevention programming targets students, families, and educators at five Early Education Centers (EECs) and one feeder elementary school per selected EEC. Programming focuses on promoting socio-emotional well-being and resilience for children from birth to eight years of age, bringing together families, educators, and community partners with enrichment, health, mental health, and social-service opportunities. The initiative addresses risk factors influencing student achievement and well-being, and proactively intervenes to increase protective factors and achieve positive outcomes.

➤ **Community Schools with LACOE**

See Los Angeles County Office of Education (LACOE) on page 24 for a discussion of Community Schools.

➤ **Student Well-Being Centers with the Department of Public Health (DPH)**

Student Well-Being Centers (SWBCs) will be launched through DMH's partnership with DPH and Planned Parenthood Los Angeles on 50 high-school campuses across Los Angeles County. SWBCs will educate students on lifelong protective practices and will promote social/emotional well-being and sexual health within a positive framework where students can discover new strengths, talents, and leadership opportunities.

Department of Children and Family Services (DCFS)

❖ **In partnership with its prevention and aftercare (P&A) networks, DCFS has integrated key initiatives promoting family well-being and preventing child maltreatment.**

- Several P&A agencies focus on Eliminating Racial Disproportionality and Disparity (ERDD) for African-American children and families (a DCFS-led initiative), and have partnered with regional offices to fund Effective Black Parenting trainings, hold summits to promote the offices' ERDD work, and support Cultural Broker initiatives.
- Eight of the ten P&A agencies include father engagement as a priority through programs like Project Fatherhood or other activities, such as Young Dads Community Action Groups and the Supporting Father Involvement program.

- P&A case navigators are stationed part-time at each DCFS regional office to offer social workers resources and to directly engage families coming to the office.

Department of Public Social Services (DPSS)

❖ Home-Visiting Expansion

DPSS' primary prevention focus this past year has been acquiring state funding for home-visiting services for CalWORKs participants and subsequently launching that program. This work represents both a huge expansion of home-visiting services as well the County's success in obtaining the state's adoption of the pilot programming we accomplished the prior year.

The Los Angeles County Home Visiting Program (HVP) now offers three home-visitation models to eligible CalWORKs families: Nurse-Family Partnership (NFP), Healthy Families America (HFA), and Parents As Teachers (PAT). These services are available to members of a CalWORKs Assistance Unit who are pregnant (with no other children) or are first-time parents or caretaker relatives to a young child.

- In collaboration with DPH, DPSS applied for and was awarded funding in December 2018.
- Under this new funding, the NFP program is now being offered in six of the county's eight Service Planning Areas (SPAs). As of July 31, 2019, 36 referrals were made to NFP, with 29 CalWORKs participants enrolling.
- DPH finalized amendments to its existing HFA and PAT contracts extending those programs to CalWORKs clients starting in July 2019 and is currently in the process of rolling out these services. The Los Angeles County HVP is expected to be fully implemented by December 2019.

Workforce Development, Aging and Community Services (WDACS)

❖ Countywide Youth Bridges Program (CYBP)

In December 2017, WDACS—in partnership with the Los Angeles County Department of Human Resources (DHR)—launched the Countywide Youth Bridges Program (CYBP), the County's first public-sector strategy to establish a direct talent pipeline of next-generation County employees.

With CYBP, all County departments serve as work sites. The program's progressive nature begins by providing youth ages 16 to 24 with 120 internship hours (Step 1). Once these initial hours are complete, youth ages 18 to 24 are encouraged to apply for a 12-month, full-time internship within the County (Step 2—CYBP Youth Worker Exam).

In CYBP's inaugural period, 1,171 youth participated:

- 68% were ages 16 through 19
- 94% were youth of color

- 97% were system-involved youth
 - 80% justice-involved
 - 12% current or former foster youth
 - 5% homeless or housing-insecure

As of June 2019, 110 (19%) youth have taken the youth worker exam, 72 have passed it, and 10 have been successfully hired as youth workers.

WDACS and DHR have recommended to the Board of Supervisors the expansion of Step 2 internships to align with the County's [High Road Training Partnership](#) model, which would add more classifications for which youth could apply:

- Fire Fighter Trainee (LA EMT)
- Community Health Worker
- Public Works Laborer
- Custodial
- Grounds Maintenance
- Information Technology

DHR is also working with the CEO to develop an entry-level intermediate clerk position solely for youth workers.

❖ System-Involved Youth Automated Referral System

In line with the commitment to regionally prioritize workforce services to foster, probation, and homeless youth, WDACS has developed an Automated Referral System (ARS)—launching in October 2019—that will coordinate and streamline referrals from DCFS and children's attorneys to the public workforce system.

Child Support Services Department (CSSD)

❖ Through expanded community engagement, partnerships, and targeted social media, Child Support Services broadened its reach to families who may need CSSD services.

Last year, over 242,000 children and families were served by the child-support program in Los Angeles County. CSSD recognizes that economic stability and connections to resources are critical to strengthening families. It has expanded its outreach through new “ambassador” and social-media methods, as well as through partnerships.

- From within its 1,500 employees, CSSD trained and certified over 250 ambassadors to take its services beyond the walls of public-contact offices and into communities—including regular engagement on Catalina Island, at the Mexican Consulate, and with military veterans, justice-involved individuals, and families experiencing homelessness. CSSD ambassadors now use laptops/tablets and wireless printers to provide on-the-spot case services in the field, and will soon have a Mobile Vehicle Unit (MVU). In the past year, CSSD ambassadors provided services at nearly 1,000 locations throughout Los Angeles County.

- CSSD has successfully used digital-marketing and social-media campaigns to raise public awareness of services and opportunities to assist families, with CSSD's social-media sites averaging 1,500 views per month.
- Through new and expanded partnerships with the County Public Library, WDACS, DPSS, DCFS, Parks and Recreation, the Los Angeles County Homeless Initiative, the Los Angeles County Women and Girls Initiative, and LACOE, CSSD is working to ensure that families are aware of services to assist them with child support.

Public Library

❖ **The Library, in keeping with its commitment to prevention-oriented projects that reduce risk factors for mental illness and other stressors in people's lives, has collaborated with DMH and other County departments to bolster services for the residents of Los Angeles.**

- Through the Library's partnership with DMH, the Library redesigned legacy programming and expanded services to include these prevention efforts:
 - MākMō vehicles provide affiliated STEAM (science, technology, engineering, arts, and math) programming not previously available; 1,130 library-based MākMō programs have helped 21,500 youth and adults to build protective factors.
 - Smarty Pants Storytime introduces basic school-readiness skills to young children so they are better prepared for kindergarten. The Library offered 2,530 Smarty Pants programs, providing enrichment to 61,400 children and parents.
 - The Library delivered 160 Cultural Programming sessions with a combined attendance of 5,780 children, helping to build cultural understanding and connections in communities.
 - After 60 librarians were trained to deliver Triple P (Positive Parenting Program) services, they held over 16,000 interactive sessions—in groups or one-on-one—connecting parents to simple-to-use materials that guide them through handling common behavior issues.
 - Peer advocates from My Brother's Keeper, which focuses on better serving young men of color, were hired by the Library to create a more welcoming space; they hosted 13 programs for boys.
 - Reading Machine gives young children access to high-quality story times and early literacy-skill practice, modeling best practices to caregivers for early literacy support; 760 visits were made to preschool, day-care, and home day-care locations, reaching 5,000 children (many of whom participated in multiple sessions).
 - The Library's transition-age youth programming group delivered 600 sessions of support services at seven sites to youth ages 16 to 25 who are in or at risk of entering the foster-care system (or have aged out), LGBTQ+, and/or experiencing homelessness.

- The Library delivered 1,060 academic and social-support programs in FY 2018–2019.
- Through the Library’s partnership with other departments, it has integrated literacy and family-support programming into Probation settings.

Thanks to a partnership with the Probation Department and a Juvenile Justice Crime Prevention Act (JJCPA) grant for \$2.0 million, library programming now exists at all five of Probation’s Juvenile Day Reporting Center (JDRC) sites: Boyle Heights, El Monte, Long Beach, South Los Angeles, and Van Nuys. Family-based programs—designed for youth up to 18 years old, as well as their parents and siblings—help strengthen relationships and provide a supportive framework for teen participants.

❖ **The Library also invested in technology to improve the accessibility and evaluation of its literacy, internet, financial support, and other resources.**

- To better serve the many Los Angeles patrons who utilize the library system’s resources, the Library is undergoing several technological improvements:
 - Expanding the WiFi bandwidth at all 87 libraries by partnering with the State of California Library to join CENIC (Corporation for Education Network Initiatives in California)
 - Adding wireless printing at all library locations and upgrading public computer hardware, as well as operating systems through a digital alliance with Microsoft
 - Launching a redesigned website and mobile app
- Efforts that improved evaluation included automating and centralizing data collection processes so all information is available in one system (OrangeBoy, Inc.), installing thermal sensors at each library (which helps automate attendance counts), and developing surveys to assess if programs are making an impact on attendees.

Department of Parks and Recreation (DPR)

❖ **Our SPOT**

The new Our SPOT (Social Places and Opportunities for Teens) initiative adds responsive programming to park sites to engage youth (sixth to twelfth grades) from vulnerable communities in recreational and artistic sessions, personal enrichment training, leadership development, and social activities.

- Fully implemented Our SPOT at nine parks (Bassett, Salazar, City Terrace, Mayberry, Mona, Jesse Owens, Loma Alta, El Cariso, and Steven Sorensen) in September 2019
- Developed numerous partnerships to build out activities and resources at Our SPOT sites:
 - Department of Public Health—program funding and drug prevention, education, and intervention training

- Workforce Development, Aging and Community Services Department—youth employment funding
 - Human Relations Commission—training resources and curriculum development
 - Department of Mental Health—training resources
 - Probation Department—funding for services and supplies
 - Department of Arts and Culture—arts programs
- Trained staff on mental health first aid, positive youth development, trauma-informed care, and Resilience and Intergroup Solidarity Education (RISE) in May and August 2019

❖ **DPR hosts Girls Empowerment Conferences to increase protective factors among female youth.**

The Girls Empowerment Conference in the fall of 2018 was attended by approximately 700 girls ages 11 to 18, exposing them to educational and career opportunities, introducing role models, and fostering resilience. Workshops included those on setting goals, healing, self-defense, and suicide prevention. Partners included the Los Angeles County Women and Girls Initiative, the Los Angeles Sparks women’s basketball team, LAUSD, East Los Angeles Community College, UCLA’s Veteran Services unit in its Registrar’s Office, DPH, and DMH. The next conference is slated for October 2019.

❖ **Parks After Dark (PAD) Expansion**

Parks After Dark (PAD) is a key strategy that promotes health and safety, community well-being, and strengthening families. PAD is offered at 33 parks in vulnerable communities when schools are not in session, providing families opportunities to participate in organized activities in a safe and welcoming environment.

- Developed Parks After Dark (PAD) Youth Employment, a collaboration with WDACS and the AJCCs to recruit and hire over 220 youth to work during summer 2019 (youth will also be hired for winter and spring PAD programs). In addition to gaining valuable work experience and serving the community, youth also receive personal enrichment training from the AJCCs through this work program.
- Expanded PAD during winter 2018 and offered a “winter wonder playland” with 40 tons of snow at every PAD park, free Santa photos, and other dynamic programming such as paint nights and junior chef competitions
- Expanded PAD during spring 2019 with four one-week sessions to coincide with school-district spring breaks
- Implemented ten core programs for summer 2019’s PAD, including girls’ sports, family Olympics, paint nights, walking clubs, and glow/chalk runs

Department of Health Services (DHS)

❖ Medical Legal Community Partnership—Los Angeles (MLCP—LA)

DHS brought together lawyers and health-care teams to form the Medical Legal Community Partnership—Los Angeles (MLCP—LA), which connects vulnerable, low-income individuals and families with free legal help in a variety of areas that ultimately affect their physical, emotional, and mental health. MLCP—LA allows health care and legal professionals to team up in support of patients and to collaborate to resolve system barriers; teams work together to enforce consumer and other legal protections to restore fairness, dignity, self-determination, and self-reliance for the County’s most vulnerable residents.

- Between July 2018 and June 2019, over 1,100 people were referred for legal assistance.
- MLCP—LA delivers fast, compassionate service: 88% of patients are called within one day or less of a referral.

❖ Overdose Education and Naloxone Distribution (OEND)

Managed by DHS’s Office of Diversion and Reentry and funded by Whole Person Care, OEND’s goal is to reduce opioid deaths in Los Angeles County by teaching people at risk—and service providers who work with them—how to prevent, recognize, and respond to an overdose with rescue breathing and naloxone (Narcan).

- The Los Angeles Community Health Project (LACHP) provides “train-the-trainer” education to DHS staff and contracted agencies; LACHP also gives contracted agencies sample policies to use and adapt, as well as access to a program-specific portal that tracks real-time naloxone distribution activities.
- LACHP staffs community naloxone access points being set up in each SPA that are open during dedicated drop-in hours for community members to access overdose education and naloxone. Two newly purchased vending machines also distribute naloxone in release areas.
- Six Los Angeles-based videos (one in Spanish) have been developed to provide standardized education about preventing, recognizing, and responding to overdoses, filmed in settings familiar to priority populations—jail release, substance-use treatment, supportive housing, street-based engagement, and probation. Videos are slated for distribution in September.

❖ Expanding MAMA’S Neighborhood

The MAMA’S Neighborhood program partnered with DPH and Planned Parenthood to launch an innovative model making the benefits of intensive home visiting available to women receiving care in the substance-abuse treatment system. MAMA’S Neighborhood also won new federal Healthy Start funds to expand its programming to address perinatal health disparities. See the Department of Public Social Services (DPSS) section on page 18 for more information on both of these.

Probation Department

❖ Early Intervention and Diversion Program (EIDP), launched in partnership with DMH community-based contractors

EIDP offers services and programming designed to divert youth away from the juvenile-justice system post-arrest, reducing recidivism by supporting better educational outcomes for youth and improved mental health for their entire families. Probation staff use assessments and case management to work collaboratively with DMH contractors who provide mental health services to first-time offenders and their families. Originally begun in Supervisorial District 1, EIDP expanded countywide in the spring of 2018. Preliminary outcomes for January 2017 through April 2019 indicate:

- A statistically significant difference between paired pre- and post grade point averages; on average, post GPA scores were 50% higher than pre GPA scores
- Statistically significant decreases in the numbers of those deemed clinically dysfunctional—36% for youth and 20% for parents/guardians

❖ Reducing average detention days through the Probation Assessment Center and its Juvenile Detention Alternatives Initiative®

With the Juvenile Detention Alternatives Initiative, Probation's Placement Services Bureau is reducing juvenile-hall populations by placing youth in community assessment centers pending group-home placement, using dedicated staff to identify available assessment-center beds. Since July 2018, the average number of detention days from order to release has been reduced by 61% (from 18 days in September 2018 to 7 days in May 2019).

Including youth placed out-of-state during the same period, the average number of detention days has been reduced by 68% (from 22 in September 2018 to 7 in March 2019).

Los Angeles County Office of Education (LACOE)

❖ Community Schools

To address LACOE's priority prevention areas—trauma-informed schools, community partnerships, and strong elementary literacy programs—LACOE is working with DMH to implement Community Schools.

The Community Schools model seeks to enhance both preventive resources and school success by recognizing families and communities as key stakeholders who can work with educators to address external factors that influence student achievement—family circumstances, traumatic events, poverty, health, cultural differences, student engagement, and so on. Schools partner with community agencies, allocating resources to provide an integrated focus on academics, health and social services, youth and community development, and community engagement.

LACOE is partnering with DMH to place Community Schools coordinators and parent liaisons at 10 designated sites under the supervision of LACOE's Director of Community Schools Development. These school-based positions will liaise with multiple Los Angeles County agencies and assist school staff by identifying resources and fostering partnerships with County and community-based organizations.

Conclusion

The momentum that began in our prevention plan's first twelve months has increased steadily in this second year—it's exciting. We have met many of our original goals, and that success has inspired several entities to try new approaches and pilot innovative strategies for engaging and supporting families.

While we are energized by the progress that has been made so far, we know there is much more to do. We celebrate the signs of mature growth at the same time we continue to plant further seeds and nurture creative efforts to address the needs of our community.

We are motivated to continue collaborating with all our partners and stakeholders who have been so passionate and dedicated to seeing how far we can go and how high we can reach.

The road ahead is long, but our children and families deserve nothing less.

Abbreviations

AAIM	African-American infant mortality
ARS	Automated Referral System (<i>a WDACS feature for system-involved youth</i>)
AJCCs	America’s Job Centers of California
CalWORKs	California <u>W</u> ork <u>O</u> ppportunity and <u>R</u> esponsibility to <u>K</u> ids
CEO	Chief Executive Office
CENIC	Corporation for Education Network Initiatives in California
CIO	Chief Information Office
Consortium	LA County Perinatal and Early Childhood Home Visiting Consortium
CPL	Community Prevention Linkages (<i>a Hotline program of the Department of Children and Family Services</i>)
CSSD	Child Support Services Department
CSP	Center for Strategic Partnerships
CYBP	Countywide Youth Bridges Program (<i>a program of the Department of Workforce Development, Aging and Community Services</i>)
DCFS	Department of Children and Family Services
DHR	Department of Human Resources
DHS	Department of Health Services
DMH	Department of Mental Health
DMH-UCLA	DMH-UCLA Prevention Center of Excellence (<i>at UCLA’s Division of Population Behavioral Health</i>)
DPH	Department of Public Health
DPR	Department of Parks and Recreation
DPSS	Department of Public Social Services
ECE	Early care and education
EEC	Early Education Center (<i>a program of the Los Angeles Unified School District</i>)
EIDP	Early Intervention and Diversion Program (<i>a program of the Probation Department</i>)
ERDD	Eliminating Racial Disproportionality and Disparity (<i>a DCFS-led initiative</i>)
FY	Fiscal year
GC&A	Gita Cugley and Associates
GPA	Grade point average
HFA	Healthy Families America
HVP	<i>[Los Angeles County]</i> Home-Visiting Program
JDRC	Juvenile Day Reporting Center (<i>a program of the Probation Department</i>)
JJCPA	Juvenile Justice Crime Prevention Act
LACHP	Los Angeles Community Health Project
LACOE	Los Angeles County Office of Education

LAHSA	Los Angeles Homeless Services Authority
LAUSD	Los Angeles Unified School District
LGBTQ+	Lesbian, gay, transgender, queer, and other gender and sexual minorities
MAMA'S Neighborhood	<u>M</u> aternity <u>A</u> ssessment <u>M</u> anagement <u>A</u> ccess and <u>S</u> ervice (a program of the Department of Health Services)
MHSA	Mental Health Services Act
MHSA–PEI	Mental Health Services Act–Prevention and Early Intervention
MLCP–LA	Medical Legal Community Partnership–Los Angeles
MOM	Moms of Molina (a program of Molina Healthcare)
MVU	Mobile Vehicle Unit (a program of the Child Support Services Department)
NFP	Nurse-Family Partnership
OCP	Office of Child Protection
OEND	Overdose Education and Naloxone Distribution (an initiative of the Department of Health Services)
Our SPOT	Our SPOT (Social Places and Opportunities for Teens) (an initiative of the Department of Parks and Recreation)
OVP	Office of Violence Prevention (a unit of the Department of Public Health)
PAD	Parks After Dark (an initiative of the Department of Parks and Recreation)
P&As	<u>P</u> revention and <u>a</u> ftercare networks
PAT	Parents As Teachers
PEI	Prevention and Early Intervention (a focus of the Mental Health Services Act)
RFP	Request for Proposal
SBCAPs	School-Based Community Access Platforms (a partnership between the Department of Mental Health and the Department of Public Health)
SAPC	Substance Abuse Prevention and Control (a California state funding stream)
SPA	Service Planning Area
STEAM	Science, technology, engineering, arts, and math
SWBCs	Student Well-Being Centers (a partnership between the Department of Mental Health, the Department of Public Health, and Planned Parenthood Los Angeles)
TPI	Trauma Prevention Initiative (a program of the Department of Public Health)
Triple P	Positive Parenting Program
UCLA	University of California Los Angeles
WDACS	[Department of] Workforce Development, Aging and Community Services
WIC	Women, Infants and Children (a federal nutrition program)
WPC	Whole Person Care