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January 16, 2019

To: Supervisor Janice Hahn, Chair
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Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

SECOND ANNUAL 2016-2021 COUNTY STRATEGIC PLAN STATUS UPDATE (ITEM NO. 17, AGENDA OF NOVEMBER 15, 2016)

On November 15, 2016, the Board approved the County of Los Angeles 2016-2021 Strategic Plan, *Creating Connections: People, Communities, and Government* (the Plan). The Plan includes updated vision, mission, and value statements, with three goals, 10 strategies, and 53 objectives. Many of the Plan's objectives directly support the six Board Directed Priorities and reflect other initiatives and collaborative efforts among departments to attain the goals of the Plan.

This update covers activity through July 2018, although some updates include more recent information, as noted. This memo contains three attachments: Attachment I provides a detailed review of 18 selected Plan objectives; Attachment II provides updates on all 53 Plan objectives; and Attachment III provides a visual overview of the relationship between the objectives in the Plan and the Board Directed Priorities.

Summary: Planning and Implementation Status of Strategic Plan Objectives

Table 1 provides a snapshot of the operational status of all 53 objectives, grouped by the Plan's three goals and 10 strategies. As expected, a higher percentage of objectives (85%) are now in the implementation phase, in comparison to last year (45%). The following acronyms are used in Table 1: "PID" means that a plan to implement a particular

objective remains in development; “PC” means that a plan to implement an objective has been developed and is pending approval, stakeholder input, or allocation of resources, etc.; “PIE” means that a plan Pre-implementation efforts are underway and can include hiring staff, developing or providing training, a contract solicitation is planned, etc.; “IP” means implementation in progress. It is important to note that an objective in the implementation phase does not mean that the specific service or program is fully operational on a Countywide level. Rather the objective may be fully operational in several departmental offices in various County locations with plans to increase the scale of service delivery over time.

Table 1: Summary of County Strategic Plan Objective Status	Planning		Implementation	
	PID	PC	PIE	IP
Strategic Plan Goals and Strategies				
Goal I – Making Investments That Transform Lives				
Strategy I.1 – Increase Our Focus on Prevention Initiatives	0	1	0	7
Strategy I.2 – Enhance Our Delivery of Comprehensive Interventions	1	0	2	6
Strategy I.3 – Reform Service Delivery Within Our Justice Systems	2	0	0	5
<i>Subtotal (n = 24)</i>	3	1	2	18
<i>Percent</i>		17%		83%
Goal II – Foster Vibrant and Resilient Communities				
Strategy II.1 – Drive Economic and Workforce Development	0	0	1	2
Strategy II.2 – Support the Wellness of Our Communities	0	0	0	4
Strategy II.3 – Make Environmental Sustainability Our Daily Reality	2	0	0	3
<i>Subtotal (n = 12)</i>	2	0	1	9
<i>Percent</i>		17%		83%
Goal III – Realize Tomorrow’s Government Today				
Strategy III.1 – Continually Pursue Development of Our Workforce	0	0	0	3
Strategy III.2 – Embrace Digital Government	0	0	1	2
Strategy III.3 – Effectiveness, Fiscal Responsibility, Accountability	2	0	5	2
Strategy III.4 – Engage and Share Information	0	0	1	1
<i>Subtotal (n = 17)</i>	2	0	7	8
<i>Percent</i>		12%		88%
SUBTOTAL BY STAGE	7	1	10	35
Total Objectives (n = 53)		8		45
<i>Percent</i>		15%		85%

Each Supervisor
January 16, 2019
Page 3

Measuring Our Performance and Impact

The Departments and the CEO have spent considerable time and resources implementing various initiatives to support the Plan and the six Board Directed Priorities. Attachment I provides a narrative of the work and accomplishments under the Plan. However, this narrative is only a small step in the process to inform future decision-making. As such, the CEO's Office has assessed departmental capacity and practice of capturing and measuring effort (output) and effect (outcomes). Departments vary greatly in this regard. The CEO will work with departments to expand existing capacity to capture and use data for purposes of analysis, evaluation, and decision-making. Specifically, the CEO will work with departments to increase their respective level of maturity with regard to data capture, data analysis to inform decision-making. Finally, the CEO will continue to work with departments to expand and enhance information sharing practices across departments, especially those departments that are key to implementing the Board Directed Priorities.

If you have any questions or need additional information, please contact me, or your staff may contact Fesia Davenport by phone at (213) 974-1186 and by email at fdavenport@ceo.lacounty.gov.

SAH:JJ:FAD
NS:ma

Attachments

c: All Departments

The Difference Two Years Can Make



LOS ANGELES COUNTY
CHIEF EXECUTIVE OFFICE
2018 Update



EXECUTIVE SUMMARY

BOARD DIRECTED PRIORITIES 3

CHILD PROTECTION 4

- Support Educational Outcomes for Systems-Involved Youth
- Increase Job Readiness and Employment Opportunities
- Support Long-Term Success of Transitional Aged Youth
- Increase Home Visitation Capacity

HEALTH INTEGRATION 7

- Streamline Access to Integrated Care
- Integrated Substance Use Disorder Treatment Services

HOMELESSNESS 9

- Prevention for High-Risk Families
- Subsidized Housing for Vulnerable Populations
 - Increase Affordable Housing Throughout Los Angeles

JUSTICE SYSTEM REFORM 12

- Reduce System Involvement for Vulnerable Populations
- Improve Juvenile Indigent Defense

ENVIRONMENTAL HEALTH OVERSIGHT AND MONITORING 14

- Monitor Environmental Health
- Reduce Violence in Communities
 - Foster Cleaner, More Efficient, More Resilient Energy
 - Improve Water Quality, Reduce Water Consumption, and Increase Water Supplies

IMMIGRATION 18

- U.S. Census
- Consumer Fraud Protection
 - Los Angeles Justice Fund

CEO INITIATIVE

ECONOMIC DEVELOPMENT 19

- Promote Consumer Financial Stability
- Support Small Business and Social Enterprises
- Coordinate Workforce Development

LIST OF DEPARTMENTS AND AGENCIES 22

Executive Summary

Since 2015, the County of Los Angeles Board of Supervisors established six priorities to focus coordinated efforts and resources to address some of the most challenging issues facing our County. During 2015, the Board initially identified three major priorities: Child Protection, Health Integration, and Sheriff's Department/Justice Reform. As 2015 progressed, the growth in the number of homeless individuals and families had grown to crisis levels and required immediate, regionally coordinated action; therefore, the Board recognized Homelessness as the fourth priority. On June 27, 2016 due to environmental health issues affecting residents living near such sites as the Exide battery recycling plant and Aliso Canyon, the Board identified the fifth priority, Environmental Health Oversight and Monitoring. Most recently, on September 12, 2017, the Board recognized Immigration as the County's sixth priority.



Creating Connections: People, Communities, Government

Individuals and families with high needs rely on the safety net the County provides, and they often require services spanning the Board's priority areas. The County seeks to help stabilize individuals in crisis, but also support their efforts towards self-sufficiency through an extensive system bridging government, business, and community-based services and supports. The County wants all its residents to navigate a system to access services and ultimately work towards moving beyond stability to enjoy good health, economic security, and a stable household. Moreover, the County aims for a socially cohesive society that offers all residents a beneficial environment, with opportunities for improved physical, mental, and socio-emotional well-being.

On November 15, 2016, the Board approved the County of Los Angeles, 2016-2021 Strategic Plan, *Creating Connections: People, Communities, Government*. The approved plan includes an updated vision, mission, and values, with three goals, 10 strategies and 53 objectives. The County Strategic Plan focuses on all Board Directed Priorities as well as strategies to build connections within our communities to achieve better outcomes in these areas. This report highlights 18 objectives.



I.1.4 SUPPORT EDUCATIONAL OUTCOMES FOR SYSTEMS-INVOLVED YOUTH

Use the County's Education Coordinating Council (ECC) to partner with local school districts, LACOE, the Juvenile Court, DCFS and Probation to work towards improving educational outcomes for systems-involved youth by using Local Control Accountability Plans and incorporating other available supports.

Foster youth with one fewer foster placement per year are almost **twice as likely** to graduate high school before leaving care.

More than **one-third** of foster youth have **five or more school changes**.

Foster youth **repeat a grade twice** as often as their peers, and 1.8% go on to complete bachelor's degrees compared to 24% of the general population.

Source: Improving Family Foster Care. Casey Family Programs (2005).

What is the expected impact of County efforts?

Pilot for Systems-Involved Youth

ECC/DCFS/LACOE/LAUSD

- Leveraging Local Control Funding Formula dollars to respond to early warning signs of educational disengagement for foster and probation supervised youth in the Antelope Valley Region.
- To improve enrollment, attendance, graduation, and school stability.
- Fifty-youth are currently being served.

Transportation Pilot

ECC/DCFS/LACOE/LAUSD

- To promote school stability by keeping foster youth in their schools of origin when removed.
- Potential Measures: cost, mode of transportation, average distance, and school stability.
- 203 students are transported an average of 12.95 miles per day, with some transported up to 65 miles per day.

I.2.9 SUPPORT JOB READINESS & EMPLOYMENT OPPORTUNITIES FOR SYSTEMS-INVOLVED YOUTH

Increase the number of youth known to the County, who are linked to employment, a job interview, or a job readiness program, while prioritizing foster and probation youth.

In the County of Los Angeles, nearly one of six young people ages 18-24 is out of school and out of work.

This is approximately 445,000 young people who face future economic challenges, unless they are connected to educational and employment opportunities.

What is the County implementing?

Countywide Youth Bridges Program (CYBP): Youth@Work Internship

- Placing 1,000 youth in Year 1 at a host County location; all County departments have committed to host first wave of youth.
- 137 youth have completed internship.
- Nearly 300 more youth in progress.
- A report on the status of the first year is projected to be issued in June 2019.



Youth@Work Program

This initiative is in the planning phase to align efforts and ensure youth have access to opportunities that lead to select growing industry sectors:

- Transportation – WIN LA with LA Metro.
- Entertainment/Infotech – Arts Commission and CA Cloud Workforce Computing Initiative with Amazon World Services and 19 community colleges.
- Hospitality – Hospitality Training Academy.
- Construction – YouthBuild; Hire LAX; Camp Gonzales Vocation Camp.



Career Development Intern (CDI)

	<u>Participants</u>	<u>Completed*</u>	<u>Trans.</u>	<u>Perm.</u>	<u>Empl.</u>
2016	14	1		8	
2017	39	1		13	
2018	37	0		1	

Student Worker Program

	<u>Enrolled</u>	<u>Maintain GPA</u>	<u>Trans.</u>	<u>Perm.</u>	<u>Empl.</u>
2016	303	303		68	
2017	486	485		74	
2018	294	286		65	

* CDI is a two-year program with youth having the option to participate in up to four specialties, for a maximum of eight-years. Also, youth may opt to transition to permanent employment, which is the goal, prior to completing the two-year program.



COUNTYWIDE YOUTH BRIDGES PROGRAM



I.2.9 SUPPORT LONG-TERM SUCCESS OF TRANSITIONAL AGED YOUTH

Develop and implement a multi-departmental, comprehensive integrated service delivery plan to serve transitional aged foster youth to ensure self-sufficiency upon emancipation.

Upon emancipation, many foster youth (including both DCFS-supervised and probation-supervised foster youth) find themselves unable to achieve their academic goals, facing unemployment and/or homelessness, dealing with teen pregnancy and parenting, or lacking knowledge to access healthcare.

What is the County Implementing?

On July 6, 2018, the CEO submitted the “*Los Angeles Centralized TAY Hub: Supporting Successful Transition of Foster Youth to Adulthood*” report, which proposed the development of an online system called the Centralized TAY Hub. Planning for the hub is well underway.

On August 20, 2018, OCP submitted the “*Permanency Plan for Los Angeles County Youth*” report and identified several recommended actions. The report emphasized the need to explore and leverage public-private partnership opportunities to conduct longitudinal studies.

I.1.6 INCREASE HOME VISITATION CAPACITY

Support the leadership of First 5 LA, in partnership with the County, the Home Visitation Consortium and others to build a universal voluntary system of home visitation services through a streamlined system of referrals, and improved integration of services.

DPH submitted a Plan “*Strengthening Home Visiting in Los Angeles: A Comprehensive Plan to Improve Child, Family, and Community Well-Being*” on July 18, 2018. With 24,520 home visitation slots currently available of which 9,500 are for high-risk families, the plan acknowledges a service gap for over 30,000 families at-risk.

What is the County Implementing?

- The plan outlines four areas of action to realize an optimal system of support in Los Angeles County: 1) Coordination; 2) Data; 3) Workforce; and 4) Funding.
- Home visitations represent one important resource within a broader set of family supports.
- The plan makes note of the County Health Agency’s commitment to health equity for all and acknowledges the increased poor birth outcomes experienced by African-American women and assures alignment between expanding universal access to home visitation to all families, and the need to target this high-risk population for outreach and referrals.
- Next steps include: creating electronic & telephonic referral tools; building new referral bridges from County departments and medical settings; pursuing recruitment training, and career pathway development in order to bolster our workforce; increasing Medicaid leverage; and applying other identified funding streams.
- The plan includes a three-pronged approach to County-wide data management: 1) Long-term outcome analysis utilizing data matching; 2) annual common outcome indicator collection and analysis; and 3) annual assessment of home visitation capacity and utilization against community need.



I.2.2 STREAMLINE ACCESS TO INTEGRATED HEALTH

Operationalize a Health Agency-wide referral system to track and refer patients from one Health Agency department to another.

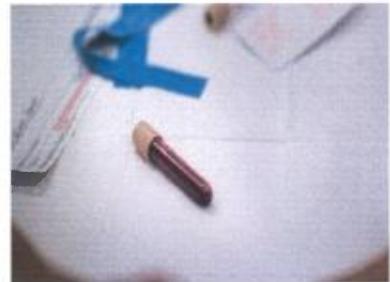
The Health Agency consists of the Departments of Health Services, Mental Health, and Public Health.

“Many individuals experience gaps in services and programs or remain entirely unserved, propagating deeply embedded disparities in access to care and health outcomes among specific populations.”

Source: Health Integration Report, County Chief Executive Office, June 30, 2015

24%
of adults report
obtaining medical
care when needed
is somewhat or
very difficult

Source: Los Angeles County Health Survey, DPH 2015.



What has been the impact of County efforts to date?
eConsult Portal

The eConsult portal manages specialty and consult needs for patients between departments. Health Agency staff and My Health LA community partners are on the eConsult platform where face-to-face referrals can be scheduled across departments. Since 2012, over 3,615 primary care providers have used eConsult to obtain specialists' input for patient care, with over 895,818 electronic consultations in 64 specialties.

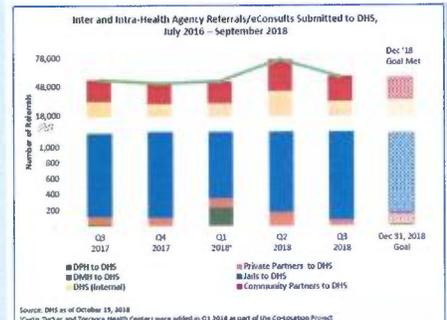
Consumer Access and Experience

Consumer experience has improved across the Health Agency. The results of administered standard survey tools show that in 2018, 80% of DHS primary care patients would recommend their ambulatory clinic/hospitals to their friends and family. This is a 5% increase from 2016. Overall, eight out of ten patients would recommend DHS services because of their positive experience.

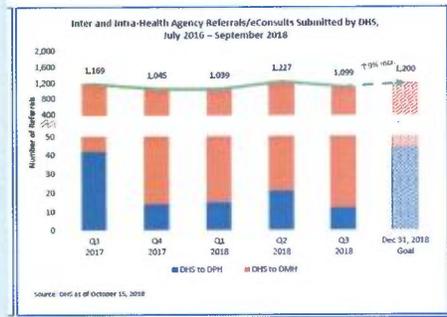
Enhanced Care Coordination

In June 2018, DMH went live on the Los Angeles Network for Enhanced Services (LANES) and completed the onboarding onto the Integrated Behavioral Health Information System (IBHIS). Completing these projects enables the electronic and secure sharing of clinical and demographic patient info data with healthcare providers. Client care coordination has been drastically improved by providing data that is timely, accurate, and easily accessible across providers, while also decreasing the need and cost of duplicate procedures, testing, medication prescription and readmissions.

Inter & Intra Agency Referrals/eConsults Submitted to DHS July 2016 – September 2018



Inter & Intra Agency Referrals/eConsults Submitted by DHS July 2016 – September 2018

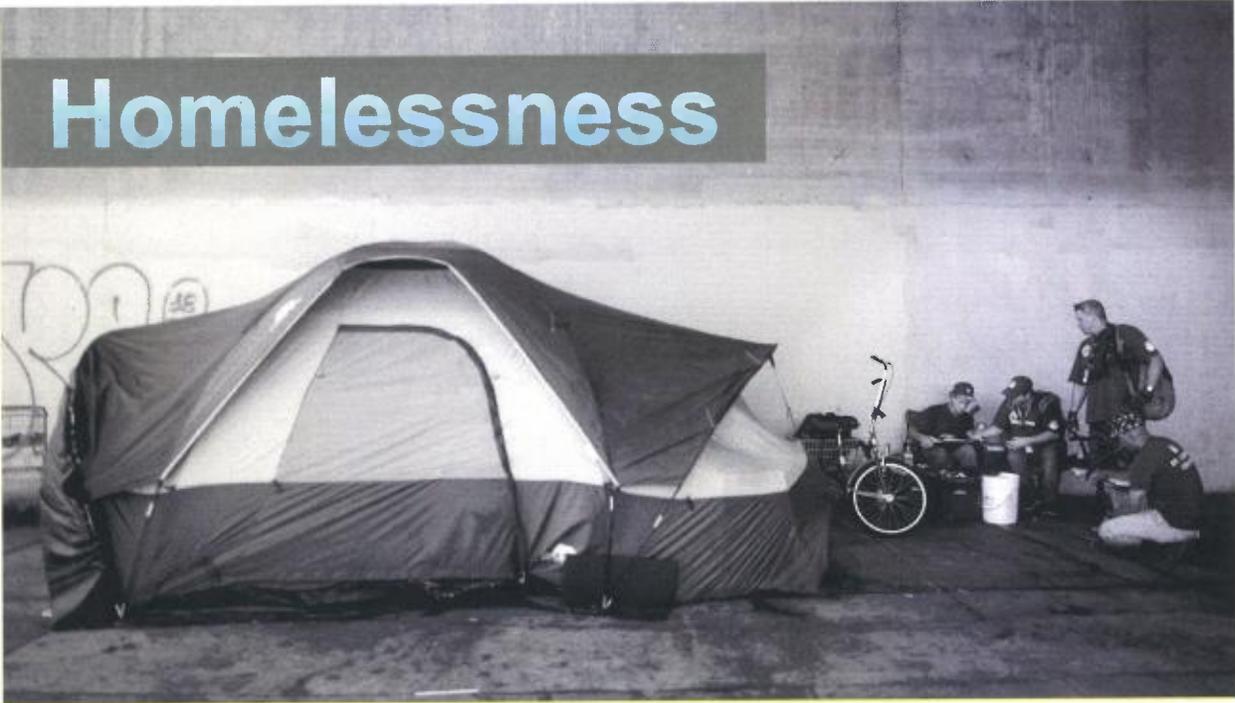


1.2.3 INTEGRATED SUBSTANCE USE DISORDER (SUD) TREATMENT SERVICES

Implemented the Drug Medi-Cal waiver to integrate SUD treatment services for youth and adults into County mental and physical health care delivery systems.

What has been the impact of County efforts to date?

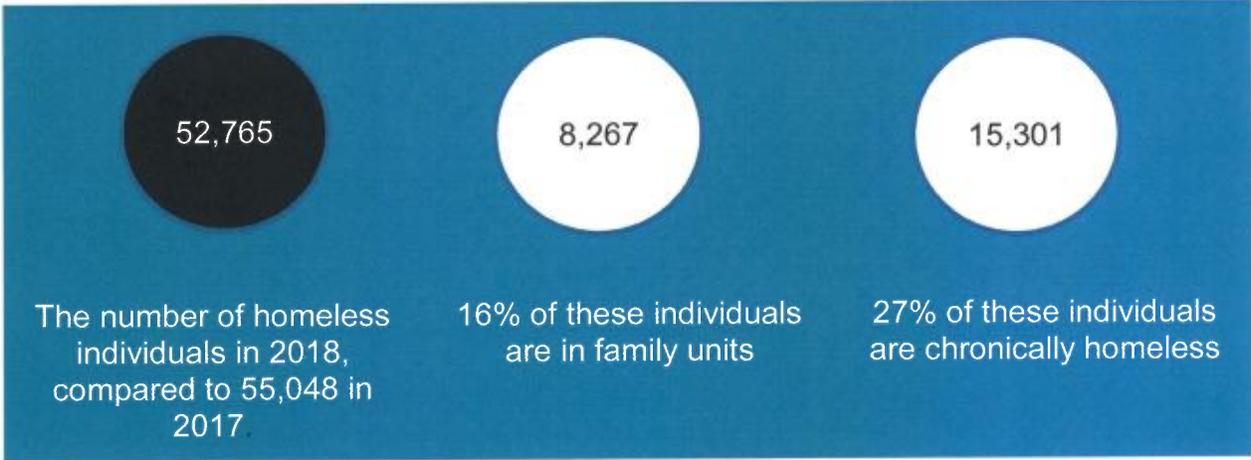
- Substance Abuse Service Helpline (SASH) averaging between 2,500 to 3,500 calls a month. Patient satisfaction survey for SASH callers implemented in late November 2018.
- 1,259 homeless SUD patients used Recovery Bridge Housing (RBH) in FY 17-18, of which 1,167 exited from institutions, e.g., jails, hospitals, SUD residential programs, mental health facilities, juvenile camps, or foster care.
- Sage, the electronic health record for the specialty SUD system, launched in December 2017 and successfully transitioned SAPC's primarily paper-based system to an electronic platform, paved way for enhanced integrated care and coordination.
- Number of residential SUD treatment beds has increased 3% since December 2017 from 2,013 to 2,072.
- Prescriptions for buprenorphine, a medication for addiction treatment for opioid use disorder, increased by 8% between 2015 and 2017.



WHAT IS THE COUNTY DOING TO ADDRESS HOMELESSNESS?

On February 9, 2016, the Board of Supervisors approved the recommendations of the Los Angeles County Homeless Initiative, which included a comprehensive set of strategies to combat homelessness. On March 7, 2017, Los Angeles County voters approved Measure H, a special quarter cent sales tax that will provide an estimated \$355 million per year to prevent and combat homelessness over the next 120 years. Measure H funding is allowing the County to sustain and implement the Board-approved strategies to scale, with the goal of enabling 45,000 families and individuals to exit homelessness, and preventing an additional 30,000 from becoming homeless during the initial five years of Measure H implementation.

How many people are homeless in Los Angeles County?



I.1.2 HOMELESS PREVENTION FOR HIGH-RISK FAMILIES

Implement a homeless prevention program to prevent homelessness of those families known to the County to be at imminent risk of homelessness.

What has been the impact of County efforts to date?

Coordination of Community-Based Services and Housing Resources

Between July 2017 through September 2018, a total of 997 families enrolled in the prevention program through the Family Solutions Centers, 530 families exited the program, and 384 (72%) either retained their housing or transitioned into other permanent housing. Other exits categories include exiting to interim housing, returned to homelessness, unknown, or other.

Expansion of Prevention Services through Measure H Funding

Between July 2017 through September 2018, a total of 9,635 families and individuals were permanently housed through specific Measure H strategies.

I.2.1 SUBSIDIZED HOUSING FOR VULNERABLE POPULATIONS

Provide subsidized housing and necessary services for vulnerable populations, while prioritizing the homeless population.

What has been the impact of County efforts to date?

Rapid Re-Housing (RRH)

- 5,287 RRH participants were placed in permanent housing (July 2017-Sept. 2018).

Interim/Bridge Housing

- 3,169 individuals who were discharged from institutions were provided with interim housing (July 2017-Sept. 2018).

Facilitate Utilization of Federal Housing Subsidies (July 2017 – Sept. 2018)

- Housing Authorities throughout County of Los Angeles provided \$1,802,988 in incentives to landlords.
- 757 units were secured for housing voucher recipients.

CalWORKs Rental Assistance (RA) Program

- 376 families were assisted with the 4-month RA Program (FY 17-18).

CalWORKs Homeless Case Management

- 17,509 families were referred to the program (FY 17-18).
- 2,579 families were placed in permanent housing (FY 17-18).



I.1.5 INCREASE AFFORDABLE HOUSING THROUGHOUT L.A. COUNTY

Develop or preserve affordable housing units in the County.

Los Angeles County has **11,439 homes currently at-risk of converting to market rate**, with 33% of at-risk homes in proximity to both high quality transit and areas experiencing gentrification.

Source: LA County Annual Affordable Housing Outcomes Report, April 30, 2018

What is the County doing?

- On May 15, 2017, the CEO released the 2nd Annual Affordable Housing Outcomes Report. The Report finds that the County needs to add more than 568,000 affordable homes to meet current demand among renter households at or below 50% of the Area Median Income (AMI).
- The County of Los Angeles and its partner local jurisdictions have helped developers and service providers leverage State and federal resources sufficient to create more than 111,000 affordable homes by investing locally controlled funding into affordable housing production, preservation, and rental and operating subsidies, as well as by promoting policies such as inclusionary zoning and density bonuses.

Los Angeles County Households

Renter Group by Area Median Income (AMI)	Number of Households 2016	% Change from 2015*
Deeply Low Income (DLI) 0-15% AMI	177,352	↗ 8%
Extremely Low Income (ELI) 15-30% AMI	329,887	↗ 11%
Very Low Income (VLI) 31-50% AMI	320,835	↘ -1%
Low Income (LI) 50-80% AMI	344,865	↘ -1%
Moderate Income (Mod) 80-100% AMI	280,119	↗ 0.2%
Above Moderate (Above Mod) 100%+ AMI	370,375	↘ -2%
TOTAL	1,823,433	↗ 2%

*Reflective of changes within the income group.

- The CEO has identified \$60 million in FY 18-19 to support affordable housing: \$45 million for CDC's Fall 2018 Notice of Funding Availability for both special needs population and tenants with incomes below 50% of the AMI; \$15 million for preservation & site acquisition programs, and other housing needs. An additional \$15 million in Measure H and \$37.5 million in MSHA funding has also been allocated. It is anticipated that the County's combined funds will leverage the development of approximately 1,600 units through the CDC's NOFA.

Summary of County-Administered Affordable Rental Housing

Los Angeles County administers more than 20,000 affordable homes through the Los Angeles County Community and Development Commission (CDC), the Department of Regional Planning (DRP), the Housing Authority of the County of Los Angeles (HACoLA), and the Department of Mental Health (DMH).

Supervisorial District (SD)	Developments*	Affordable Homes**
SD 1	112	5,867
SD 2	128	5,538
SD 3	48	2,612
SD 4	37	3,213
SD 5	47	2,799
COUNTY	372	20,029

*Reflects de-duplicated totals among County sources. May overlap with federal and state financing shown in Section 2.
 **Affordable up to moderate income households (<120% AMI).



I.3.1 REDUCE INVOLVEMENT WITH THE JUSTICE SYSTEM AMONG VULNERABLE POPULATIONS

Increase the number of justice-involved juveniles and adults linked to appropriate health, mental health and substance use disorder treatment.

Compared to the general population, justice-involved individuals have a greater prevalence of substance abuse and complex physical/behavioral health issues. Formerly incarcerated persons reentering society suffer from mental illness and/or Substance Use Disorder (SUD), face significant barriers in securing stable housing and a continuing need for treatment, resulting in higher rates of recidivism, homelessness, and poor health outcomes.

What has been the impact of County efforts to date?

Diversion Programs

- Over 2,500 individuals removed from county jail or diverted pre-booking and connected to community-based treatment.
 - Over 1,400 homeless clients with serious mental health and/or SUDs have been released to housing from LA County jail;
 - Over 840 clients placed in community-based restoration via the Misdemeanor Incompetent to Stand Trial-Community Based Restoration;
 - Over 80 clients placed in community-based restoration via the Felony Incompetent to Stand Trial- Community Based Restoration; and
 - Over 200 individuals with SUDs have been diverted at the point of arrest for drug or prostitution charges via the Law Enforcement Assisted Diversion Program (LEAD). Awarded \$500K from DOJ to expand LEAD to Hollywood.

Reentry Services

- Provided reentry services to over 2,000 clients leaving jail or who are on probation to improve health outcomes, increase self-sufficiency, and reduce recidivism.
 - Reentry Intensive Case Management Services (R-ICMS) – over 2,000 clients connected to services delivered by interdisciplinary teams.
- Community Reentry Center (CRC) – the County's first CRC is being planned to provide a welcoming environment to connect probationers to needed services.
- Workforce Development – in partnership, ODR and WDACS are working to ensure adult felony probationers are on the path to living wage employment through individualized employment support services and training.

I.3.3 IMPROVE JUVENILE JUSTICE DEFENSE

Develop and adopt plan to improve legal representation to youth, while addressing those factors that bring youth into the juvenile justice system.

While the number of youth arrests and citations in the County has declined, reduced from 56,286 in 2005 to 13,665 in 2015, youth who do have justice system involvement are at increased risk of high school dropout, trauma, substance abuse, and other negative outcomes. Youth of color also continue to be more likely arrested and incarcerated than their white counterparts.

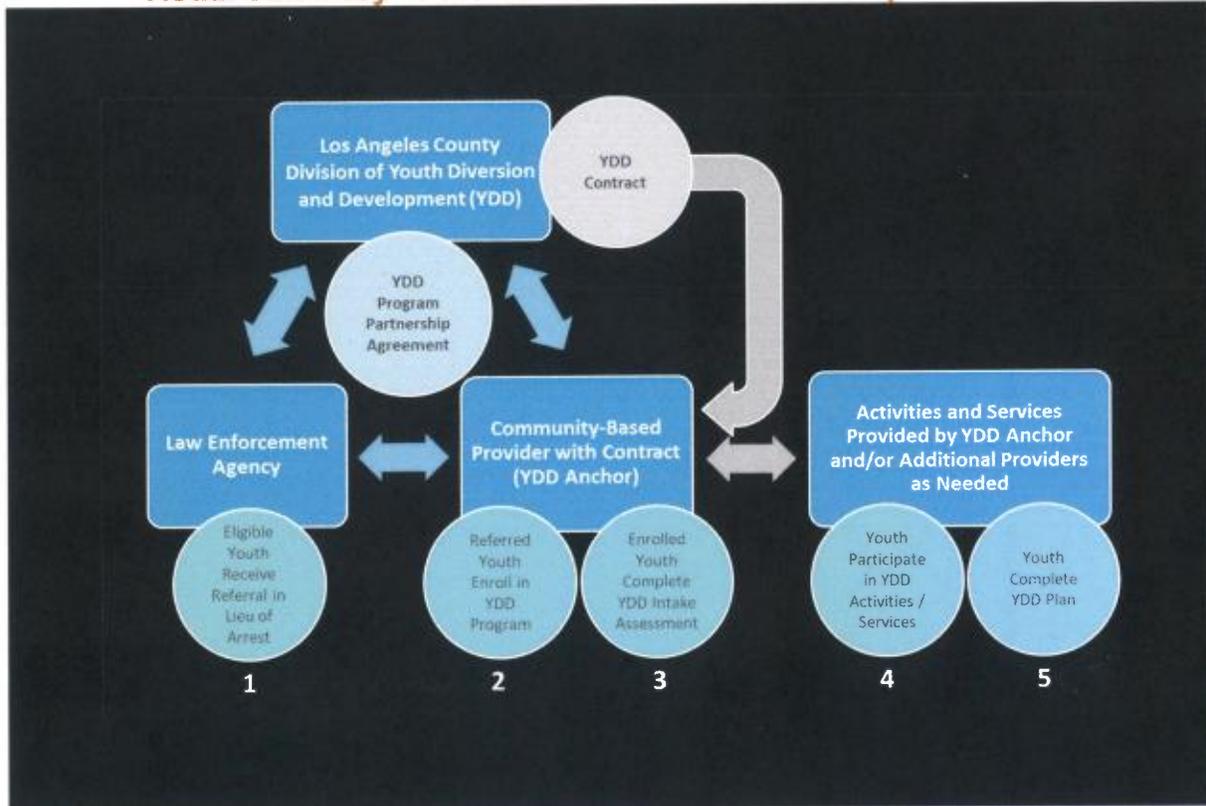
In 2015, 11,000 youth arrests in Los Angeles County were legally eligible for diversion in lieu of arrest or citation.

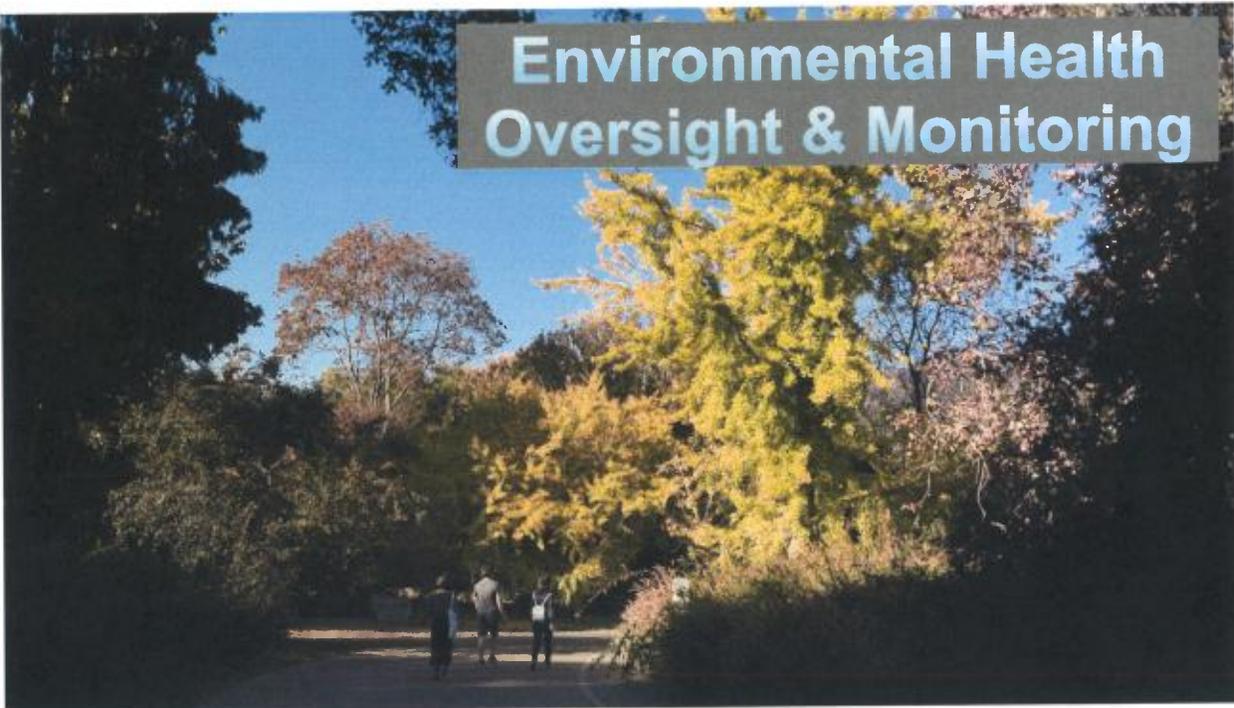
Youth Diversion and Development Division:

- Developed an evidence-informed, coordinated, and comprehensive model of youth diversion and youth development.
- Empowers community-based organizations as the primary provider of diversion services.
- Hosted more than 375 individuals at a Youth Diversion Summit.
- Identified \$7.4 million annually to fund YDD activities.
- Identified first cohort of nine law enforcement jurisdictions to launch youth diversion plan.

Research shows that youth in pre-arrest diversion programs are 2.5 times less likely to re-offend than similar youth who were not diverted.
 Source: Wilson H, Hog R. 2013. The effect of youth diversion programs on recidivism: A meta-analytic review. *Crim Justice Behav* 40(5):497-518.

Visual Summary of the Youth Diversion & Development Model





II.2.3 ENVIRONMENTAL HEALTH OVERSIGHT & MONITORING

Strengthen the County's capacity to effectively prevent, prepare for and respond to emergent environmental and natural hazards, and to reduce impacts to disproportionately affected communities.

In 2017, 61% of the State's most heavily polluted (96th -100th percentile) census tracts were located in Los Angeles County. With the recent environmental health issues impacting residents who live near the Exide battery recycling plant, Aliso Canyon, and chromium processing facilities in Paramount, environmental health oversight and monitoring has assumed a higher level of visibility. The Health Agency's recent establishment of a Center for Health Equity will play a vital role in reducing exposure to environmental toxins in our communities.

What has been the impact of County efforts to date?

Exide Outreach & Response

(Oct 1, 2017 – Sept 30, 2018)

- 965 medical providers educated on Exide contamination.
- Over 250 LAUSD parents given information and updates.
- 217 presentations and outreaches conducted by DMH promotores to raise community awareness of health risks and services.
- 174 local and private clinics visited by DMH promotores to provide information and encourage testing for lead levels in their patients.
- Directly performed 415 blood lead level tests.
- Provided resources/info to over 500 people at five parks as part of Parks After Dark (PAD).

Response to Hexavalent Chromium Emission in Paramount

- Continued to monitor the air quality for levels of Chromium-6.
- DPH published report on "Public Health and Safety Risks of Oil and Gas Facilities."
- Formalizing MOU with Paramount Unified School District (PUSD) for DPH to serve in an oversight capacity for air testing inside PUSD classrooms.
- DPH continues to provide information and health education material to Paramount residents by e-mail, phone, in-person meetings, and online resources.

II.2.1 REDUCE VIOLENCE IN COMMUNITIES

Develop comprehensive, place-based plans to reduce violence in high-needs communities experiencing high levels of violence.

Overall, 84% of Los Angeles County residents report feeling safe in their communities. However, there is a wide disparity, with 97% feeling safe in West Los Angeles and only 40% feeling safe in South Los Angeles.

Source: Los Angeles County Health Survey, DPH, 2015.

What has been the impact of County efforts to date?

Parks After Dark (PAD) Expansion and Evaluation

- Expanded to 33 parks countywide and during more days of the year.
- Approximately 350,000 visits in summer 2018.
- Programming at all parks during the summers, as well as winter and spring breaks.
- Gang intervention pilot implemented in two parks.
- Three Youth Summits convened in South LA focusing on life skills, exposure to career pathways, community services and team building.
- More than 16,000 surveys were collected in the summer and preliminary report is projected to be released in early 2019.

PAD saved the County about \$5.87 million in law enforcement costs in 2016.

UCLA researchers also estimated that PAD's wellness and physical fitness classes save the County more than \$500,000 in health care expenditures.

Source: UCLA Center for Health Policy



II.3.2 FOSTER CLEANER, MORE EFFICIENT, MORE RESILIENT ENERGY

Promote diverse, clean and renewable energy systems, support energy efficiency, and support strategies to ensure reliability of the energy network.

Renewable energy sources in the Los Angeles region have recently increased, but we still rely heavily on combustion of fossil fuels (e.g., coal, natural gas, and oil) to produce electricity for at least 25% of all global greenhouse gas (GHG) emissions.

At least 25% of renewable sources are used in Glendale, Burbank, Pasadena, and the Los Angeles County region. Glendale and Burbank have reached the state’s 2020 goal of 33%. Southern California Edison reports 28% renewable energy sources for County facilities.

Source: the UCLA 2017 Energy and Air Quality report card

What has been the impact of County efforts to date?

Property Assessed Clean Energy (PACE)

(As of June 30, 2018)

- 42,626 financing applications approved by ISD.
- 33,646 projects completed.
- \$25,243 average value of assessment per project.
- Estimated cumulative, lifetime environmental benefits:
 - Energy Savings (kWh) 3,451,589,853;
 - Water Savings (gallons) 3,868,581,523; and
 - Emissions Reduced (tons) 1,109,203.



Southern California Regional Energy Network (SoCalREN)

- Secured the County seven years of SoCalREN funding, roughly \$22 million per year, via CA Public Utilities Commission (CPUC) Rolling Portfolio model.
- An increase of 2100% in Multifamily Program energy savings.
- A nearly 300% increase in Public Agency Program energy savings.
- Cost-Effectiveness improvement of nearly 300%.
- Overall Portfolio share of approximately 38% in Disadvantaged Communities.

Source: SoCalREN 2017 Report



II.3.1 IMPROVE WATER QUALITY, REDUCE WATER CONSUMPTION, AND INCREASE WATER SUPPLIES

Promote water conservation, recycle and reuse local water resources, and reduce storm water pollution.

In 2013, County residents imported 58% of our water, with 5% from the LA aqueduct, 38% from local groundwater, and 4% from recycled water. The County region receives a small amount of annual rainfall. Although there is infrastructure in place to capture some of that water, on average 162 billion gallons, enough to supply over one million families' annual needs, runs off of our houses, roads, and other paved surfaces and flows out to sea. This means that we waste a great amount of local water, while we simultaneously become increasingly dependent on imported water. (April 5, 2016 Board Motion)

What has the County accomplished to date?

County Water Plan (Plan)

- Public Works completed a Water Resilience Rapid Assessment in May 2017 outlining some of the early findings of the planning effort and greatest perceived needs.
- Public Works is developing a series of stakeholder meetings designed to inform the development of the Plan.
- A core stakeholder group will be established comprised of water agencies and non-Government Organizations to guide the drafting of the Plan.
- Coordination with the County Sustainability Office is underway to align the Plan with the development of the County Sustainability Plan.

H2O4LA Outreach & Public Education

- An online paid search and streaming audio ads highlighting website as a source for valuable water information launched on June 14, 2018.
- New webpage – H2O4LA.com.
- Radio spots in five languages on over 25 stations.

Stormwater Funding Measure

- Public hearing held on July 17, 2018.
- Board voted to place Measure W on the November 6, 2018 ballot for voter consideration.
- Received approval from County voters
- Next Steps:
 - Development of Regional Program Committees;
 - Credit Program procedures; and
 - Implementation ordinance.





OBJECTIVE: IMMIGRANT PROTECTION AND ADVANCEMENT

One in three Los Angeles County residents are foreign-born and close to 900,000 are undocumented immigrants.

What has the County accomplished to date?

U.S. Census

- Canvassed about half of the 500 Census Block Groups as part of the Local Update of Census Addresses (LUCA) ensuring a more accurate Census count and increased funding for critical services.
 - 4,568 units found; and
 - Potential for \$268 million federal reimbursement to County over 10 years.

Consumer Fraud Protection

- Coordinated two victim assistance workshops for more than 200 victims and their families.
- Uncovered more than 500 potential victims, resulting in Attorney General's Office charging alleged perpetrators with several felony counts.

Los Angeles Justice Fund (LAJF)

- Grants were awarded to 16 legal services providers to provide free legal representation for County resident immigrants as risk of removal.
- Preparing to implement 24/7 LAJF hotline for County immigrant residents to connect with LAJF grantees and other County Services.
- Launching an education campaign regarding LAJF services to affected immigrant communities.



Economic Development

I.1.8 PROMOTE CONSUMER FINANCIAL STABILITY

Establish a Center for Financial Empowerment that will provide services in the areas of financial literacy, financial counseling, consumer education, and tax preparation.

Research shows that 49% of County residents lack sufficient savings to live above the poverty level for three months if they lose a job or other financial emergency. In addition, the County is the third-least banked region in the nation. A total of 28% of County households are either “unbanked” – having neither a checking nor savings account – or “underbanked,” having a checking or savings account but regularly use alternative financial resources such as check-cashing stores or payday lenders.

Sources: 2016 Assets and Opportunity Scorecard, Census Bureau, Survey of Income and Program Participation; and FDIC 2015 data

The Center for Financial Empowerment’s (CFE) mission is to help low-moderate income (LMI) County residents achieve greater economic security and well-being by connecting them to resources that help build household financial capability and wealth. Households with financial goals, savings and other assets have greater stability and more opportunities for upward mobility. DCBA submitted a Pilot Demonstration Report to the Board on November 16, 2018.

What has the County accomplished to date?

Financial Education

- In partnership with DPSS, provided financial education workshops to 888 graduating highschool seniors whose parents receive CalWORKs.
- Conducted over 200 presentations that reached over 5,000 individuals, including presentations to consumers and train-the-trainer sessions for staff at non-profit agencies.

Asset Building

- Launched the BankOn Los Angeles program with nine financial institution partners to facilitate access to safe and affordable checking accounts.
- Provided free income tax preparation services to qualifying LMI residents at libraries in underserved communities.

Countywide Campaign: Volunteer Income Tax Assistance (VITA) and Earned Income Tax Credit (EITC)

Paying taxes is a fundamental part of the American experience. Unfortunately for many LMI individuals and families, they are not fully leveraging tax-time as an opportunity to invest in their own future. With an emphasis on assisting individuals and families who qualify for the Earned Income Tax Credit (EITC), the CFE prioritized its efforts in creating greater awareness and access to free tax preparation sites with the goal of greater EITC awareness for L.A. County residents. The DCBA partnered with a cohort of cross-sector agencies to launch the FreeTaxPrepLA (FTPLA) countywide awareness campaign.

FTPLA Outcome Indicators	2016 Tax Year	2017 Tax Year
Number of participation VITA sites	23	23
Total number of income tax returns completed	11,721	14,317
Total refund dollars awarded	\$14,998,970	\$18,651,772
Total State and Federal EITC refund dollars	\$6,546,794	\$8,071,669

II.1.2 SUPPORT SMALL BUSINESSES AND SOCIAL ENTERPRISES

Implement a certification program for Social Enterprises, and the Small Business, Disabled Veteran Owned Business, and Social Enterprise Utilization Plan for achieving Countywide procurement goals of 25% for certified Local Small Business Enterprises and 3% for Disabled Veteran Business Enterprises.

In California, 3.5 million small businesses account for 99% of the state’s employers and employ 52% of the workforce. Small business is a key factor to the economic health of a community and serves as a driving force for economic development and stability.

Source: U.S. Small Business Administration

What has been the impact of these efforts?

Small Business Initiative Utilization		
Local Small Business Enterprises (LSBEs); Disabled Veteran Business Enterprises (DVBES); Social Enterprises (SEs)		
	<u>FY 16-17</u>	<u>FY 17-18</u>
No. of LSBEs	868	799
No. of DVBES	118	92
No. of SEs	57	61
Total Awards to All Businesses	114,311	128,813
Awards to All Certified Businesses	624	704
All Certified Business Award Amount	\$288,049,853.19	\$355,287,485.26

II.1.3 COORDINATE WORKFORCE DEVELOPMENT

Identify and align workforce development programs to provide career pathways for high-needs, priority populations and to support the labor needs of the County’s high-growth industry sectors.

By aligning development programs through the network of America’s Job Centers of California (AJCC), the County can provide career pathways for high-need, priority populations and support the labor needs of the County’s high-growth sectors.

What has been the impact of efforts since plan implementation?

Workforce Development Alignment Plan

- Submitted Countywide Workforce Development Alignment Plan (WDAP) to Board on July 14, 2017.
- Launched a redesigned network of AJCCs.
- Established Workforce Development Taskforce.
- Established performance measures for the County’s Workforce Innovation Opportunity Act (WIOA) programs.
- Negotiated MOUs for expanded data sharing.
- Procured consulting services to study and evaluate the progress of the activities, tasks and strategies laid out in the WDAP.

Expanding Subsidized Transitional Employment for Homeless Adults

- CalWORKs Subsidized Employment Program: In first quarter of FY 18-19, 95 individuals were referred, and 65 subsidized placements were made.
- As of August 2018, LA:Rise expanded to include three additional Social Enterprises (SEs) and 10 additional AJCC. In total, 1,400 homeless individuals are expected to be served by the LA:Rise program in FY 18-19.



County Departments

AC	Auditor-Controller
ACC	Department of Animal Care and Control
ACWM	Agricultural Commission/Weights and Measures
APD	Alternate Public Defender
AS	Office of the Assessor
CDC/HACoLA	Community Development Commission/Housing Authority of the County of Los Angeles
CEO	Chief Executive Office
CoCo	County Counsel
CSSD	Child Support Services Department
DA	Office of the District Attorney
DBH	Department of Beaches and Harbors
DCBA	Department of Consumer and Business Affairs
DCFS	Department of Children and Family Services
DHR	Department of Human Resources
DHS	Department of Health Services
DMEC	Department of Medical Examiner-Coroner
DMH	Department of Mental Health
DMVA	Department of Military and Veterans Affairs
DPH	Department of Public Health
DPR	Department of Parks and Recreation
DPSS	Department of Public Social Services
DPW	Department of Public Works
ExOf	Executive Office of the Board of Supervisors
Fire	Fire Department
ISD	Internal Services Department
LACMA	Los Angeles County Museum of Art
LACOE	Los Angeles County Office of Education
LASD	Sheriff's Department
LIB	Public Library
NMH	Natural History Museum
PD	Public Defender
Prb	Probation Department
RP	Regional Planning Department
RR/CC	Registrar Recorder/County Clerk
TTC	Treasurer Tax Collector
WDACS	Workforce Development, Aging, and Community Services

Other Agencies

LAHSA	Los Angeles Homeless Services Authority
LAUSD	Los Angeles Unified School District

OBJECTIVES WITH A FORMAL EVALUATION COMPLETED ON EITHER ENTIRE OR PARTIAL INITIATIVE	
Status Key: PID: Plan in Development; PC: Plan Complete; PIE: Pre-Implementation Efforts; IP: Implementation in Progress	
Update on Metrics	
Objective	Status
<p>I.1.2 Implement a Homeless Prevention Program for High-Risk Families: Implement a homeless prevention program to prevent homelessness of those families, known to the County, at imminent risk of homelessness</p>	IP
<p>Report Reference</p> <p>http://file.lacounty.gov/SDSinter/bos/bc/1043713_HomelessInitiativeFirstBoard-MandatedEvaluationReport-8-16-18.pdf</p>	
<p>I.1.5 Increase Affordable Housing Throughout L.A. County: Develop or preserve affordable housing units in the County.</p>	IP
<p>Report Reference</p> <p>http://file.lacounty.gov/SDSinter/bos/bc/1037724_2ndAnnualAffordableHousingOutcomesRpt_ItemNo.22Agendaof10-27-15_Easupv.pdf http://file.lacounty.gov/SDSinter/bos/bc/1023104_FirstAnnualAffordableHousingOutcomesRpt_ItemNo.22Agendaof10-27-15_BrdMemo.pdf</p>	
<p>I.2.1 Provide Subsidized Housing for Vulnerable Populations: Provide subsidized housing and necessary services for vulnerable populations, while prioritizing the homeless population.</p>	IP
<p>See response for Objective I.1.2 – Implement a Homeless Prevention Program. The following is additional input for Objective I.2.1</p> <p>FY 17-18 Data Unless Otherwise Noted</p> <p>Rental Assistance (RA) for CalWORKS WtW Families (4-Months):</p> <ul style="list-style-type: none"> 376 families assisted <p>Homeless Case Management (HCM) Program for Homeless/At Risk of Homeless CalWORKS Families</p> <ul style="list-style-type: none"> 17,509 families referred to HCM; 2,579 families were placed in permanent housing through HCM Program efforts <p>Homeless Initiative Subsidized Housing Strategy B:</p> <p>Subsidized Housing to Homeless Disabled Individuals Pursuing SSI (HI-B1):</p> <ul style="list-style-type: none"> 1,476 participants who secured housing with subsidy; this represents 42% of enrolled participants who secured housing. <p>Partner with Cities to Expand Rapid Re-Housing (RRH) (B3):</p> <ul style="list-style-type: none"> 12,675 newly enrolled participants; 18,985 currently enrolled. 2,609 participants that moved into housing; 3,336 participants that exited RRH program to a permanent housing destination <p>Facilitate Utilization of Federal Housing Subsidies (B4)</p> <ul style="list-style-type: none"> 691 - landlord requests to participate in Homeless Incentive Program (HIP); 874 - incentives provided to landlords; \$1,285,217 - provided to landlords; 498 - units leased with HIP incentives; 361 - security deposits paid; \$780,476 - amount of security deposit <p>Expand General Relief Housing Subsidies & Case Management Program (HSCMP) (HI-B5): Approximately \$4.4 million in savings have been realized from the Mandatory Substance Use Disorder Recovery Program. As such, DPSS is preparing to implement component 2 of t HSCMP by incorporating a Rapid Rehousing (RRH) Model.</p> <p>Family Reunification Housing Subsidy (HI-B6)</p> <ul style="list-style-type: none"> 71 - number of participant families placed in housing (Jan 2017 - June 2018 <p>Interim/Bridge Housing for those Exiting Institutions (HI-B7)</p> <ul style="list-style-type: none"> 2,179 number of individuals who have been served with Homeless Initiative Strategy B7 funded housing <p>http://file.lacounty.gov/SDSinter/bos/bc/1047767_11.15.18BMonQuarterlyRptNo11.pdf</p>	
<p>Report Reference</p> <p>The final research report, entitled “Commercially Sexually Exploited Girls Involved in Child Welfare and Juvenile Justice in Los Angeles County: An Exploration and Evaluation of Placement Experiences and Services Received” was submitted to the Board of Supervisors on November 13, 2018. The</p>	IP

<p>children from becoming victims of child sex trafficking and provide supportive and rehabilitative services for systems-involved child sex trafficking victims.</p>		<p>study analyzed administrative data as well as qualitative data gathered from youth surveys and in-depth interviews with Commercially Sexually Exploited Children (CSEC) to better understand their histories, preferences, and the factors they believe contribute to their stability, safety, and well-being. As reported in the November 13, 2018 Board letter, other indicators/outcomes are also being captured, such as pre- and post-test on whether the objectives of the Parent Empowerment Program (PEP) were met and placement stability. Additionally, on November 13, 2018 the Board of Supervisors passed a motion directing an evaluation of the First Responders Protocol (FRP) to be conducted by a local research institution.</p> <p>http://file.lacounty.gov/SDSinter/bos/supdocs/128810.pdf http://file.lacounty.gov/SDSinter/bos/supdocs/128811.pdf</p>
<p>Report Reference</p> <p>I.1.3 Improve Juvenile Indigent Defense: Develop and adopt a plan to improve legal representation to youth, while addressing those factors that bring youth into the juvenile justice system.</p>	<p>IP</p>	<p>On March 23, 2018, the Indigent Defense Program Evaluation Report prepared by the Los Angeles County Bar Association (LACBA) was submitted to the Board of Supervisors. LACBA reports that early outcome from data-driven attorney assessments are promising when compared to comparable data collected in 2008. Some metrics include: a.) Percentage of cases having an expert appointed has increased by 350.0 percent; b.) Rate of petitions increased by 3.1 percent; c.) Youth sent to camp decreased 6.0 percent; d.) Rate of petitions with contested detention hearings tripled from 3.1 percent to 10.0 percent; and e.) 23.5 percent of cases had at least one contested hearing.</p> <p>Youth Diversion Development Division: see Objective I.3.1</p> <p>http://file.lacounty.gov/SDSinter/bos/supdocs/102739.pdf</p>
<p>Report Reference</p> <p>II.2.1 Reduce Violence in Communities: Develop comprehensive, place-based plans to reduce violence in high-needs communities experiencing high levels of violence.</p>	<p>IP</p>	<p>UCLA Center for Health Policy Research completed an evaluation of Parks After Dark (PAD) in May 2017. The evaluation concluded that PAD achieved its goals and provided significant impacts to high needs communities. The evaluation brief was submitted to the Board of Supervisors on November 9, 2017. Additionally, metrics for success were identified as part of community violence intervention services, which were reported to the Board of Supervisors on December 19, 2017. The more than 16,000 surveys collected during Summer 2018 are currently being vetted, with a preliminary report projected to be released early 2019. More recently, a contract with UCLA was executed on October 2, 2018 for an evaluation that will replicate and expand on past PAD evaluations to analyze impacts. A draft report is anticipated in March 2019 and a final report in June 2019.</p> <p>http://healthpolicy.ucla.edu/publications/Documents/PDF/2017/PAD-report-may2017.pdf http://file.lacounty.gov/SDSinter/bos/supdocs/114657.pdf http://file.lacounty.gov/SDSinter/bos/bc/1031755_MetricsforSuccessandPreliminaryAssessmentofCommunityViolenceInterventionatPADParks.PDF http://file.lacounty.gov/SDSinter/bos/bc/1044176_DAMemo9-7-18_04375-ExecuteMasterAgreementWorkOrderforEvaluationServices.pdf</p>

OBJECTIVES WITH NO FORMAL EVALUATION COMPLETED BUT METRICS ARE CAPTURED EITHER ENTIRE OR PARTIAL INITIATIVE		
<p>Objective</p> <p>I.1.3 Support Income Security for Custodial Parents: Increase the number of custodial parents receiving child support enforcement services who receive full and timely child support payments</p>	<p>IP</p>	<p>Child Support Services Department (CSSD) has identified metrics, including Federal Performance Measures, that are reported internally within CSSD. The data is obtained from State-provided sources and includes metrics on: total collected; cases with a support order established; default judgements; judgement stipulations; and time from case opening to first payment. The outcomes include: Collections: \$497.7 million, an increase of 2.55%. Percent of Cases with a Support Order Established (Federal Measure): 89.7% (a CSSD record) / Percentage of Default Judgements: 10% (a CSSD record) Judgement Stipulations: 31% (a CSSD record) / Decrease in Time from Case Opening to 1st Payment: 188 days from 193 days (goal was 183 days)</p>
<p>Report Reference</p> <p>I.1.6 Increase Home Visitation Capacity: Support the leadership of First 5 LA, in partnership with the County, the Home Visitation Consortium and others to build a universal voluntary system of home visitation services through a streamlined system of referrals, and improved integration of services.</p>	<p>PC</p>	<p>The "Strengthening Home Visiting in Los Angeles: A Comprehensive Plan to Improve, Child, Family, and Community Well-Being" Plan was submitted to the Board of Supervisors on July 18, 2018. The Plan includes a three-pronged approach to County-wide data management: 1.) long-term outcome analyses utilizing data-matching with administrative data sets aligned with the OCP Prevention Plan evaluation framework; 2.) annual common outcome indicator collection and analysis; and 3.) annual assessment of home visiting capacity and utilization against community need. Three major outcome domains are envisioned – healthy births, safe children, and strong families – with a fourth domain focusing on finance proposed. First 5 LA, in partnership with Children's Data network (CDN), has committed to the long term countywide population-level measurement of results and will be leading long-term countywide evaluation efforts. DPH, using their Performance Improvement Application, is already capturing and tracking certain indicators and outcomes, such as percent of increase in home visiting client per program, percent of clients screened for depression or anxiety, and breastfeeding rates among clients.</p>
<p>Status Key: PID: Plan in Development; PC: Plan Complete; PIE: Pre-Implementation Efforts; IP: Implementation in Progress</p>		
<p>Update on Metrics</p>		

Report Reference	IP	<p>http://file.lacounty.gov/SDSInter/bos/bc/1042153_StrengtheningHomeVisitinginLosAngelesCounty.pdf</p> <p>The Department of Consumer and Business Affairs (DCBA) has retained a consultant, who in addition to assisting with the development of a strategic plan for the Center for Financial Empowerment, worked with DCBA to prepare a one-time report summarizing the pilot outcomes and making recommendations for the future of the program; the report was submitted to the Board of Supervisors on November 16, 2018. The report recommendations included recommendation to establish a data collection and reporting program to quantify and qualify the impact of the Center's services and programs. DCBA also produces quarterly reports that includes metrics, such as number of tax returns prepared, average amount of refund, total refund amount, average Earned Income Tax Credit refund, etc.</p>
Report Reference	IP	<p>http://file.lacounty.gov/SDSInter/bos/supdocs/104941.pdf</p> <p>The Health Agency has identified indicators and outcomes including eConsult volume of referrals by specialty, referrals resulting in face-to-face visits, referral response rate, timeframe for appointment scheduling, and inter-intra agency referrals. Further, the Health Agency submits quarterly updates to the Board of Supervisors, which includes progress on Consumer Access and Experience, which is one of eight Health Agency Priorities; the eConsult system is one of the strategies to improve Consumer Access and Experience. In the November 13, 2018 update, Health Agency proposed adopting a revised set of priorities, which includes ensuring access to Integrated Health Services.</p>
Report Reference	IP	<p>http://file.lacounty.gov/SDSInter/bos/bc/1047469_HealthAgencyUpdateNovember2018.pdf</p> <p>System Transformation to Advance Recovery and Treatment (START), Los Angeles County's response to Drug Medi-Cal (DMC) Organized Delivery System (ODS), is a new substance use disorder (SUD) organized delivery system expanding DMC reimbursable services and includes additional services to create a fuller continuum of care. Department of Public Health (DPH), Substance Abuse Prevention and Control (SAPC) has identified and is tracking indicators and outcomes, which include: Number of new DMC clients served at SAPC funded programs; percent of clients who continue their SUD treatment to discharge; number of homeless clients who receive case management for housing assistance; SUD treatment admission rate among DMC eligible residents; percent of homeless clients who found stable housing during SUD treatment; and percent of clients who are satisfied with SUD treatment services.</p>
Report Reference	N/A	<p>The Office of Diversion and Reentry (ODR) has developed and implemented a criminal justice diversion plan for persons with mental health and/or substance use disorder and provided reentry support services to vulnerable justice involved populations. ODR tracks outcomes pertaining to their goals, which include reducing the number of inmates with mental health and/or substance use disorder, reducing recidivism, and improving health outcomes. Quarterly reports are provided to the Board of Supervisors providing some of the metrics.</p>
Report Reference	IP	<p>The division of Youth Diversion and Development (YDD) has moved from planning to implementation. The division has continued to build from its strong collaborative data-driven foundation, to identify and strengthen the connections needed to launch an innovative network of community-based, health-oriented, and development-centered alternatives to youth arrest. In order to conduct a data-driven prioritization process to identify the first cohort of program sites, youth arrest data obtained from a Public Records Act request to CA Department of Justice, along with responses from a readiness survey, was analyzed to prioritize jurisdictions, taking into consideration the number of youth arrests, rate of youth arrest per 1,000 youth, proportion of arrests eligible for referral to diversion, and relative rates of arrest for youth of color. A workgroup was convened focusing on data strategy. YDD has collaborated with the County's Center for Strategic Partnerships to develop plans for a funders collaborative and begin to identify priorities for additional investments in relevant research, capacity building, and evaluation. By mid-2019, YDD expects to finalize plans for internal and external evaluation to assess both individual and Countywide outcome measures.</p>
Report Reference	IP	<p>http://file.lacounty.gov/SDSInter/bos/bc/1044777_ODRQuarterlyReportAprilThroughJune2018.pdf http://file.lacounty.gov/SDSInter/bos/bc/1047835_ProgressReportonCountywideImplementationofYouthDiversionandDevelopmentEfforts_ItemNo.29-AAgendaofNov72017.pdf</p> <p>Twenty-four (24) Mental Evaluation Teams (MET) have been implemented. Additionally, a 24/7 Triage Desk has been implemented and staffed. After the implementation of the Triage Desk, the next focal point was the development of the new Risk Assessment & Monitoring Program (RAMP). The Triage desk is using in-house developed software to screen calls electronically for one or more RAMP criteria. MET metrics are maintained and reported quarterly. Metrics include the number of WIC 5150 or 5585 Holds written in Sheriff jurisdictions, number of mental health crisis calls (total, day of week, Mental Evaluation Teams and training</p>

<p>for Sheriff Deputies as well as other appropriate staff.</p>	<p>patrol shifts), number of Holds written by MET units, number of arrests by MET units, response times, involvement with homeless, and number of MET hospitalizations and referrals.</p>
<p>Report Reference 1.3.6 Implement Comprehensive Community Policing: Implement and evaluate a community policing strategy within Men’s Central Jail based on unbiased policing, maintaining humane conditions in jail, alternatives to custody, when appropriate, and restorative justice opportunities which emphasize intervention and rehabilitation.</p>	<p>http://file.lacounty.gov/SDSinter/bos/supdocs/110734.pdf The “direct supervision” pilot program was implemented in Dorm 9500 in November 2016 with the goal of reducing violence within the dorm, and build a professional, positive, and safe work environment for both inmates and custody personnel. Aspects of the pilot include: case workers discussing re-entry services; dedicated team leader (“Town Sheriff”); mini-clinic; STD educational awareness; classes; and weekly Town Hall meetings. Los Angeles Sheriff Department (LASD) is currently tracking violence between inmates and use of force between inmates and sworn personnel. Within 18-month period (January 2017-June 2018) there has only been one use of force incident in Dorm 9500; between July 2018 – early December 2018 there have been no use of force incidents.</p>
<p>Report Reference II.1.1 Support 21st Century Innovative and Socially Responsible Industries in Los Angeles County: Implement strategies to target and systematically offer appropriate assistance to high-growth industries.</p>	<p>In response to a January 5, 2016 Board of Supervisors motion, a Countywide economic development plan and implementation strategy was prepared. An Economic Development Policy Committee was established as well as a reporting mechanism to measure progress of future economic development initiatives. The Economic Development Scorecard was the established reporting mechanism and four (4) Scorecards have been issued since 2017. The Scorecards provide a narrative overview of the economic development programs and seek to standardize reporting metrics across these efforts.</p>
<p>Report Reference II.1.2 Support Small Businesses and Social Enterprises: Implement a certification program for Social Enterprises, and the Small Business, Disabled Veteran-Owned Business, and Social Enterprise Utilization Plan for achieving County-wide procurement goals of 25% for certified Local Small Business Enterprises and three (3%) percent for Disabled Veteran Business Enterprises.</p>	<p>http://economicdevelopment.lacounty.gov/scorecards/ http://file.lacounty.gov/SDSinter/bos/supdocs/113299.pdf On July 12, 2016, the Board of Supervisors (Board) adopted a motion to implement a four-year plan to increase contract and procurement opportunities for Local Small Business Enterprises (LSBEs), Disabled Veteran Business Enterprises (DVBEs), and Social Enterprises (SEs). The outcomes of number of awards and total amount of awards are tracked. The Department of Consumer and Business Affairs (DCBA) submits quarterly updates to the Board which includes metrics on various indicators, such as number of events and number of attendees, and certification numbers. Metrics are also reported in the Los Angeles County Economic Development Scorecard. DCBA is working with Internal Services Department (ISD) and the Auditor-Controller to obtain accurate payment data, which will allow DCBA to review department spending by category and quickly generate expenditure reports. This online “data dashboard” will be used by County departments to create targeted strategies for increasing small business utilization and implement best practices for doing business with certified vendors.</p>
<p>Report Reference II.2.3 Prioritize Environmental Health Oversight and Monitoring: Strengthen the County’s capacity to effectively prevent, prepare for and respond to emergent environmental and natural hazards, and to reduce impacts to disproportionately affected communities.</p>	<p>http://file.lacounty.gov/SDSinter/bos/supdocs/105713.pdf http://file.lacounty.gov/SDSinter/bos/bc/1043577_FourthEconomicDevelopmentScorecard.pdf DPH provides quarterly updates on progress to abate elevated hexavalent chromium levels in the City of Paramount and includes metrics on average chromium levels. DPH published a report on “Public Health and Safety Risks of Oil and Gas Facilities”. Launched in October 2017, the Center for Health Equity, released an Action Plan in August 2018, that includes Environmental Justice as one of its five key areas. DPH developed the Community Risk Reduction (CRR) Initiative, with the goal of reducing toxic exposures in highly burdened communities. Because of engagement with the community and relevant regulatory agencies, DPH identified key areas where policy, plan and systems changes are needed to address gaps in regulatory oversight, information sharing, and enhanced monitoring of pollution sources at the community level. In 2019, DPH focus will include implementing a process for review of land use documents, including environmental impact reports, health impact assessments, and conditional use permits to ensure appropriate conditions to protect public health; the CalEnvironScreen tool will be used to prioritize and focus resources in highly burdened communities. Additionally, DPH will collaborate with CA Air Resources Board and others on implementation of Community Emissions Reduction Programs & Community Air Monitoring Systems. The 2015-2020 Community Health Improvement Plan (CHIP) includes a goal to reduce exposure to air pollution and includes clear population measure targets.</p>

<p>Report Reference</p>	<p>IP</p>	<p>http://file.lacounty.gov/SDSinter/bos/bc/1045016_UpdateonProgressoAbateElevatedHexavalentChromiumLevelsInTheCityofParamountSept2018.pdf http://publichealth.lacounty.gov/plan/docs/PH_OilGasFacilitiesPHSafetyRisks.pdf http://file.lacounty.gov/SDSinter/bos/bc/1042126_CenterforHealthEquityActionPlan.pdf http://publichealth.lacounty.gov/plan/docs/CHIPforLACounty20152020_03.2016_revised_logo_121616.pdf</p> <p>Internal Services Department (ISD) submits semi-annual status reports on the Property Assessed Clean Energy (PACE) Program and includes program statistics, activity by supervisorial districts, environmental benefits, and job impact. Environmental benefits include energy savings (kWh), water savings (gallons), and emissions reduced (tons). PACE data is also reported in the Los Angeles County Economic Development Scorecard, including estimated number of jobs created, applications submitted and approved, and completed assessments. An annual report on the Southern California Regional Energy Network is produced and includes metrics on energy (kWh and Therms) savings. Secured the County seven years of SoCalREN funding, roughly \$22 million per year, via CA Public Utilities Commission (CPUC) Rolling Portfolio model for energy efficiency funding for CY years 2018 through 2025. See Attachment I – Strategic Plan Highlights for PACE and SoCalREN data.</p> <p>http://file.lacounty.gov/SDSinter/bos/bc/1043639_Semi-AnnualStatusReportontheCountyofLosAngelesResidentialPropertyAssessedCleanEnergyPACEProgram.pdf http://file.lacounty.gov/SDSinter/bos/bc/1043577_FourthEconomicDevelopmentScorecard.pdf https://socialren.com/sites/default/files/2017_SoCalREN_Annual_Report.pdf http://file.lacounty.gov/SDSinter/bos/bc/1048597_SoCalREN12-18-18.pdf</p>
<p>Report Reference</p>	<p>PID</p>	<p>The Community Climate Action Plan (CCAP) is a component of the Los Angeles County General Plan under the Air Quality Element. The County has set a target to reduce GHG emissions from community activities in the unincorporated areas of Los Angeles County by at least 11% below 2010 levels by 2020. The General Plan Annual Progress Report includes an update on the progress of the CCAP, including the outcome of meeting the CCAP emissions reduction goal. County Code Title 22 was amended to ensure consistency with the Los Angeles CCAP; the amendment was effective in July 2018. The Chief Sustainability Office is responsible for the development of a Countywide Sustainability Plan. The Countywide Sustainability Plan framework consists of ten (10) chapters, and each chapter will consist of specific measurable goals, including quantitative indicators.</p>
<p>Report Reference</p>	<p>IP</p>	<p>http://planning.lacounty.gov/assets/upl/project/ccap_final-august2015.pdf http://file.lacounty.gov/SDSinter/bos/bc/1035324_BoardMemo-ReportonItemNo55-ABOSMeeting7-3-12.pdf http://planning.lacounty.gov/assets/upl/agenda/rpc_20180314-item8-memo.pdf http://file.lacounty.gov/SDSinter/bos/supdocs/119928.pdf http://file.lacounty.gov/SDSinter/bos/bc/1028172_2017-003637_bos-package.pdf</p> <p>Department of Public Works (DPW) continued to implement the “Roadmap to a Sustainable Waste Management Future” that was initially presented to the Board of Supervisors on October 21, 2014. DPW prepares annual reports on the progress of the implementation of the Roadmap. The annual report includes sections on measuring results related to the County Unincorporated Communities (CUC). The report includes outcome data and graphs on achieving the roadmaps goal of 80 percent diversion by 2025. Additionally, a Scope of Work is being finalized for a comprehensive waste characterization study for CUCs. The contract is expected to be awarded in January 2019, with sampling beginning later in the Spring of 2019. The findings of the study will help determine where best to target future waste reduction efforts in CUCs.</p>
<p>Report Reference</p>	<p>IP</p>	<p>http://file.lacounty.gov/SDSinter/bos/supdocs/89186.pdf</p> <p>The Leadership Development Institute (LDI) is designed to train and develop leadership competencies at every supervisory level of the organization, and to create training for emerging leaders considering supervisor and managerial career paths. There are four LDI Programs: Executive Leadership Development Program (ELDP); Management Development Program (MDP); New Supervisor Development Program (NSDP); and Emerging Leader Program (ELP). ELP was launched in August 2018. LDI graduates will have the opportunity to participate both as mentors and mentees. While no evaluation of the LDI is planned, Department of Human Resources (DHR) offers participants opportunity to complete training evaluations and is measuring program impact, e.g. promotion rates. These metrics have been presented at DHR’s PeopleStats meeting.</p>
<p>Report Reference</p>	<p>IP</p>	<p>N/A</p> <p>Department of Human Resources (DHR) commenced the fourth implementation of the Succession Planning Program (Program) in 2017. The Program’s Five Phase Model for Succession Planning provides structure, tools, and consultative guidance that supports departments in building and implementing</p>
<p>Report Reference</p>	<p>IP</p>	<p>plan designed to equip executive level</p>

<p>staff to assume leadership of a department.</p>	<p>their respective succession plans. DHR maintains and tracks indicators and provided an update on Phase I to the Board of Supervisors on June 2, 2017. A Workforce Data Report was submitted to the Board of Supervisors on May 31, 2018. As the Program cycle was ending, DHR issued a survey to all Phase One Leadership Self-Evaluation assessment participants. DHR plans on reporting to the Board of Supervisors by the end December 2018 the Survey results and highlights of the 2017-2018 Program.</p>
<p>Report Reference</p>	<p>http://file.lacounty.gov/SDSinter/bos/bc/1024650_DHR-2017SuccessionPlanningProgramUpdate.pdf http://file.lacounty.gov/SDSinter/bos/supdocs/116133.pdf</p>

OBJECTIVES WITH NO FORMAL EVALUATION OR METRICS BEING COMPLETED BUT PLANNING FOR CAPTURING METRICS IS ONGOING METRICS MAY BE CAPTURED FOR SMALL PORTION OF OBJECTIVE

Status Key: PID in Development; PC: Plan Complete; PIE: Pre-Implementation Efforts; IP: Implementation in Progress	
Objective	Status
<p>I.1.1 Promote Supportive Parenting: Increase the number of vulnerable children and families touched by the County referred to the community-based network of Prevention/Aftercare providers.</p>	<p>Update on Metrics County directed referrals to Prevention & Aftercare (P&A) providers are tracked within the DCFS Family Centered Solutions (FCS) system, however community and self-referred families are currently being tracked in the aggregate. DCFS is working with DMH to address this data limitation. Protective Factors (PF) have been identified as an outcome for the P&A services, and DCFS has worked with P&A providers in improving uniformity in PF collection standards, and a weblink has been created for all P&A providers to enter PF surveys, which will also allow for easier aggregation and reporting. Office of Child Protection, in partnership with other County departments, have developed a draft set of prevention measures across the outcome areas of early life, safe children, child well-being, strong families, strong communities, and cost savings/avoidance, along with a draft set of metrics and data sources for measuring them. http://file.lacounty.gov/SDSinter/bos/bc/1044321_BMPreventionPlanforLACountyOneYearLaterUpdate09-10-18.pdf</p>
<p>I.1.4: Support educational outcomes for Systems-involved Youth: Use the County's Education Coordinating Council to partner with local school districts, LACOE, the Juvenile Court, DCFS and Probation to work towards improving education outcomes for systems-involved youth by using Local Control Accounting Plans and incorporating other available supports.</p>	<p>Two programs were identified in the 2017 Update: School of Origin/ School Stability Transportation Pilot and FosterEd Antelope Valley (AV) Demonstration Program. The Transportation Pilot has provided school of origin transportation for over 500 foster students through arrangements for approximately 19, 000 rides. The established Memorandum of Understanding (MOU) includes an agreement to complete a pilot evaluation. The data begin tracked includes the number of foster youth served, distanced to travel, type of transportation, and cost; no outcomes are being measured. Due to an extension of the pilot the evaluation report will be produced at the end of July 2019. As of November 29, 2018, FosterEd has hired four Education Liaisons (EL) and 102 referrals were received for the FosterEd AV Demonstration Program, and 50 students are being served. FosterEd has completed evaluations of their similar work in other jurisdictions and FosterEd has identified RTI International as the evaluation for the AV Demonstration Program.</p>
<p>I.1.7 Support Library Efforts to Engage Children and Families: Work with the Center for Strategic Public Private Partnerships to identify other funding opportunities to extend programs and services for underserved youth and families at all County libraries, including early learning programs and mobile literacy services.</p>	<p>N/A Family Place programming has been expanded to 85 locations, and further expansion is being planned. Library tracks the number of parents/children served, and additionally parents are offered the opportunity to complete a survey at the local branch that asks about the families increased use of library materials/resources and about children's increase in social competency. Survey results will be consolidated and assessed in 2019. Library tracks the number of Reading Machine site visits and outreach events as well as attendance. Additionally, Library is tracking the programs being implemented as well as the interactions with parents. .</p>
<p>I.2.4 Support Job Readiness and Increase Employment Opportunities for Youth Served by the County: Increase the number of</p>	<p>N/A CYBP: On September 27, 2017, DHR & WDACS submitted to the Board the Countywide Youth Bridges Program (CYBP) Implementation Plan, which identified a three-step career pathway model: Youth@Work Internship (120 Days); Youth Worker Training Program (12 months); and permanent employment. WDACS, in conjunction with DHR, is placing 1,000 youth in Fiscal Year 18-19 at host County locations; all County departments have committed to host the 1st wave of youth and have provided work plans to provide youth with a meaningful career exploration that begins with the</p>

<p>youth, known to the County, who are linked to employment, a job interview, or a job readiness program, while prioritizing foster and probation youth.</p>		<p>successful completion of a 120-hour of work in a County facility. As of early November, 137 youth have completed this requirement, with nearly 300 more in-progress and over 350 that have begun the program. Recruitment continues this effort. Tracking of established targets and criteria, as well as youth progress through the CYBP three stages is occurring. CYBP was initiated in December 2017, so it is too early to report on youth who have moved from step 1 through step 2 (1-year program) and step 3. A report on the status of the first year of CYBP is projected to be issued in June 2019.</p> <p>Youth@Work: WDACS is in the planning phase to align efforts and ensure youth have access to opportunities that lead to select growing industry sectors: <u>Transportation</u> (WIN LA with LA Metro); <u>Entertainment & Infotech</u> (partnerships with Arts Commission and CA Cloud Workforce Computing Initiative with Amazon World Services and 19 community colleges in the LA Basin; Hospitality (Hospitality Training Academy, offering two apprenticeship opportunities that lead to family sustaining wages); <u>Construction</u> (YouthBuild; HIRE LAX, Camp Gonzales Vocation Camp)</p> <p>WDACS initiated multiple data and information sharing Memorandum of Understandings (MOU) with other County departments and eight Workforce Development Boards. The intent is to collectively commit to the priority of service being delivered to Probation/Foster youth.</p> <p>http://file.lacounty.gov/SDSinter/bos/supdocs/114698.pdf</p>
<p>Report Reference</p> <p>I.2.5 My Brother's Keeper (MBK): Implement the Phase I strategies of the My Brother's Keeper initiative.</p>	IP	<p>The MBK initiative was adopted by the Board of Supervisors in 2015 and since the establishment of the Youth Diversion and Development (YDD) Unit in November 2017, interim staff have begun development of a countywide information system that will be used to track diversion outcomes. In partnership with the Center for Strategic Partnerships, philanthropic funding was identified to support YDD's data metrics and collection strategy. Some outcomes to be measured include number of youth arrested and recidivism rate of diverted youth. On March 9, 2018, DHR submitted a county Employee Youth Mentoring Program Implementation Plan. DHR will track employees who become mentors. Additionally, an implementation plan for the Countywide Youth Bridges Program (CYBP) was submitted to the Board of Supervisors on September 27, 2017, which was approved on December 19, 2017. Tracking of established targets and criteria, as well as youth progress through the CYBP three stages is occurring. A report on the status of the first year of CYBP is projected to be issued in June 2019.</p> <p>http://file.lacounty.gov/SDSinter/bos/bc/1046573_MBKProgressreport101218.pdf</p> <p>http://file.lacounty.gov/SDSinter/bos/supdocs/120345.pdf</p>
<p>Report Reference</p> <p>I.2.9 Support the Long-Term Success of Transitional Age Youth: Develop and implement a multi-departmental, comprehensive integrated service delivery plan to serve transitional aged foster youth to ensure self-sufficiency upon emancipation.</p>	PIE	<p>Two companion reports were submitted to the Board that focused on the overarching continuum of supports necessary to reduce the number of transition-age youth (TAY) aging out of the system and increase the self-sufficiency of TAY who age out.</p> <p>1.) On August 20, 2018, the Office of Child Protection (OCP) submitted the "permanency Plan for Los Angeles County Youth" (Report). The Report identified several recommended actions, including but not limited to expanding identified programs, further examining outcomes of other programs for expansion, and targeting specialized youth populations who may be entitled to specialized permanency services. The Report also identifies the need for research on how youth fare after they exit the system with permanency, and public-private partnership opportunities to conduct longitudinal studies should be explored. A preliminary outcome to measure success has been identified—to decrease the number of foster youth who age out of system.</p> <p>2.) On July 6, 2018, the CEO submitted the "Los Angeles County Centralized TAY Hub: Supporting Successful Transition of Foster Youth to Adulthood" report to the Board of Supervisors (Board). A Board presentation was conducted on July 24, 2018. The report proposed the development of an online system called the Centralized TAY Hub, and contained a multi-year project plan. Exploration of both internal County and external (private sector, philanthropy, etc.) options to identify an entity with the expertise to realize the TAY Hub is on-going. Additionally, external options to fund the project are being explored.</p> <p>http://file.lacounty.gov/SDSinter/bos/supdocs/116400.pdf</p> <p>http://file.lacounty.gov/SDSinter/bos/supdocs/124512.pdf</p>
<p>Report Reference</p> <p>II.1.3 Coordinate Workforce Development: Identify and align workforce development programs to provide career pathways for high-needs, priority populations and to support the labor needs of the County's high-growth industry sectors.</p>	PIE	<p>On July 14, 2017, WDACS submitted the Countywide Workforce Development Alignment Plan (Plan) to the Board. WDACS reported to the Board on initial progress in implementing the plan on November 1, 2017. On May 8, 2018, the Board adopted a motion to identify, engage, and hire a consultant to study and evaluate the progress of the activities, tasks and strategies laid out in the Countywide Workforce Development Alignment Plan (Plan), include but are not limited to the development of common performance measures and tracking mechanisms. The contract with a consultant team was executed in November of 2018 and report back to the Board on the consultant's findings and recommendations is anticipated in April 2019. WDACS and the affected departments have undertaken a series of steps to enhance systems, processes, and capacity to support overall workforce development alignment across the seven major categories in the Plan.</p> <p>http://file.lacounty.gov/SDSinter/bos/supdocs/115559.pdf</p> <p>http://file.lacounty.gov/SDSinter/bos/supdocs/115757.pdf</p> <p>http://file.lacounty.gov/SDSinter/bos/supdocs/122845.pdf</p>

<p>II.2.4 Promote Active and Healthy Lifestyles: Conduct outreach to high-needs, traditionally underserved populations within the County by supporting safe and comfortable built environments that encourage physical activity and access to healthy food.</p>	<p>The Safe Access to Alcohol and Food Establishment (SAAFE) project was created to examine ways to update alcohol sales regulations while promoting the sale of healthy food at retail stores that sell alcoholic beverages. On September 19, 2017 the Board of Supervisors adopted the SAAFE ordinance, which took effect on October 19, 2017 and is currently being implemented. The Electronic Permitting and Inspections – County of Los Angeles (EPIIC-LA) system will be used to measure the number of stores required to sell healthy food as well as the number of locations whose status is revoked after public hearing.</p> <p>The Urban Agriculture Incentive Zone (UAIZ) program aims to incentivize urban agriculture in urbanized areas in California by offering reduced property tax assessments in exchange for converting vacant or unimproved property to an agricultural use through a contract agreement for an initial period of five years. The Board adopted a UAIZ Program ordinance, with a requested change to include redevelopment areas to the program eligibility on April 12, 2016. Three million dollars in unrealized tax revenue loss is set aside to cover this program Countywide.</p> <p>Pedestrian Plan: The “Step by Step Los Angeles County: Pedestrian Plans for Unincorporated Communities” is a grant-funded planning document developed by Public Health in close partnership with Public Works that recommends new or revised County policies, programs, procedures; and initially for four unincorporated communities, proposes safety improvement projects to encourage walking. In 2018, Public Health and Public Works implemented a demonstration project in Walnut Park to showcase the potential infrastructure improvements to community members and received strong support from residents for the infrastructure demonstrated during the event. The Plan will go to the Regional Planning Commission in the spring of 2019 to provide Commissioners with information regarding the content of the Plan, public outreach, and environmental analysis. If the Regional Planning Commission votes to recommend approval of the Plan, the document will go to the Board of Supervisors for approval in spring or summer 2019. If adopted by the Board, the Plan will join the adopted Bicycle Master Plan in the Mobility Element of the County’s General Plan.</p> <p>Food Insecurity & Obesity Prevention: In 2017, Department of Public Health (DPH) released a brief on the prevalence of food insecurity in Los Angeles County and outlined recommendations for a multi-sector approach from government, health care, schools, faith-based institutions, and community-based organizations to improve food security. In addition, due to correlation of food insecurity and high rates of chronic disease, the Nutrition & Physical Activity Program in DPH recognizes that obesity rates in low-income communities will not decrease unless poverty and economic conditions are addressed. DPH has partnered with RAND Corporation to better understand the facilitators and barriers of two recommended strategies: food insecurity screening in healthcare settings and food redistribution in pantries and community settings; a report is being planned. Successes are measured by assessing the number of organizations who contribute to the efforts of increasing enrollment in food assistance programs and the number of education classes and resources offered to SNAP-Ed population. The Program also monitors the prevalence of obesity and consumption of fruits and vegetables in Los Angeles County and track the number of policy, systems and environmental changes that support access to low or no cost fruits and vegetables. Outcomes include number of people signed up for food assistance, percent of adults who are obese by region, percent of adults consuming five or more servings of fruit/vegetables. These indicators/outcomes are typically tracked either via the LA County Health Survey or AskCHS Neighborhood Edition database.</p> <p>Vision Zero: Public Health and Public Works are co-leading the development of a County Vision Zero Action Plan to eliminate traffic deaths and severe injuries in unincorporated communities. Based on data analysis from the last five years, the team found that 50% of fatal and severe injury collisions were concentrated on 125 miles of roadway, or about 3.7% of the total roadway network maintained by the County. This finding will allow the County to focus efforts on priority corridors with the greatest number of fatalities and severe injuries. In 2018, the team also convened an Action Plan Advisory Committee (APAC) comprised of County Departments, Board offices, and the California Highway Patrol to guide development of the Plan. With the assistance of a consultant, a draft Action Plan was developed and sent to APAC members for review and input. The Plan will be released for a 30-day public review period in January 2019. Once public feedback has been incorporated, the Plan will be available for final internal County review with a goal of submitting the Plan to the Board of Supervisors in spring 2019.</p> <p>Active Transportation (Bicycle & Pedestrian Improvement Projects): Because of its ability to promote active and healthy lifestyles, transportation systems that support active transportation choices including biking, walking, and using public transit have become a top priority across the region. The Board adopted the Bicycle Master Plan in 2012, which guides development of the bikeway network programs through 2032. Public Works, as part of their review and analysis of existing and planning transportation systems can develop and implement active transportation projects and programs that will provide Los Angeles County residents with healthier and more connected communities. The identified outcome is increase in the miles of County operated bikeway facilities.</p>
<p>Report Reference</p>	<p>http://www.publichealth.lacounty.gov/place/stepbystep/lacounty.htm http://file.lacounty.gov/SDSinter/bos/bc/1033792_2018-01-26VisionZero2017AnnualReport.pdf http://www.publichealth.lacounty.gov/ha/reports/LAHealthBrief2011/FoodInsecurity/Food_Insecurity_2015Fs.pdf https://www.lafoodbank.org/wp-content/uploads/FINAL_LA-Health_FoodInsecurity_Sept-2017.pdf http://file.lacounty.gov/SDSinter/bos/bc/1034415_FoodInsecurityScreeningCountyClinics.pdf http://file.lacounty.gov/SDSinter/bos/subdocs/67036.pdf</p>
<p>II.3.5 Support a clean, flexible, and integrated multi-modal</p>	<p>The County currently has deployed approximately 350 Electric Vehicle (EV) Charging ports across County facilities. At this time no other metrics are being tracked. However, Internal Services Department (ISD) recently surveyed County employees regarding their</p>

<p>transportation system that improves mobility. Use and promote electric and other clean vehicle technologies across all vehicle classes along with its supporting infrastructure.</p>	<p>interest in electric vehicles. In May 2018, the Board of Supervisors authorized the County's Chief Sustainability Office to accept and execute the Electric Vehicle Ready Communities Challenge Grant from the California Energy Commission (CEC). The Grant will facilitate a County-wide zero-emission vehicle infrastructure needs assessment and planning implementation roadmap, which will help improve energy efficiency throughout the County in a cohesive and comprehensive manner. A report to CEC is anticipated by September 2019. Also, in November 2018, the Chief Executive Office, through the Chief Sustainability Officer, accepted the donation of 200 Level 2 EV chargers from the South Coast Air Quality Management District (AQMD).</p>
<p>Report Reference III.1.1 Develop Staff Through High Quality Multi-Disciplinary Approaches to Training: Implement training models that envision learning and professional growth occurring over time that includes relevant departments, academia, labor, and other stakeholders.</p>	<p>Los Angeles County University (LACU) is a new workforce development framework to meet the County's evolving operational needs and enable all County employees to pursue their career goals. LACU is comprised of four main "pillars": Mandatory Training; Career Pathways; Knowledge Cultivation (job specific training); and a Leadership Development Institute (LDI). Career development tools, new original County-specific training content developed in DHR's eLearning studio, and blended learning through Lynda.com were incorporated into traditional classroom and online training experiences. Additionally, diversity, inclusion and acceptance topics were incorporated into the training framework through event-based trainings such as Dialogue Signature Speakers. DHR is tracking indicators, such as number trained as well as participant satisfaction. DHR is working to enhance survey and assessment tools to complete a Countywide program review/assessment.</p>
<p>Report Reference</p>	<p>N/A</p>

<p>OBJECTIVES WHERE MILESTONES ARE MORE SUITABLE FOR TRACKING PROGRESS</p>	
<p>Status Key: PID: Plan in Development; PC: Plan Complete; PIE: Pre-Implementation Efforts; IP: Implementation in Progress</p>	
<p>Objective</p>	<p>Update on Metrics</p>
<p>I.2.6 Women and Girls' Initiative (WGI): Complete a comprehensive County-wide assessment of access to, and delivery of, services to women and girls to address gender-driven disparities.</p>	<p>While there are no metrics to report currently, there has been progress in laying a foundation. WGI provides regular progress reports to the Board of Supervisors (Board). The August 2018 reports highlights WGI's continued support or implementation of new or existing initiatives, including developing a conceptual design for a pilot to increase the number of women working in the trades. An assessment has commenced on the County's recruitment, hiring, retention, promotion, testing, evaluation, and Human Resources policies to determine their collective impact on women and girls; to this end, research partnerships with County departments have been solidified to collaborate on data sharing. An investigation of gender segregated classifications is continuing. An Employee Climate Survey to assess employee satisfaction and gender equity perceptions will be conducted, with survey results available by Summer of 2019. On June 29, 2018, Department of Human Resources submitted to the Board the initial Equity for Women in the Workplace analysis which examines how the County can further promote women's leadership, foster gender equality, and create a fair and inclusive work environment for all; a final report is projected to be issued to the Board by Summer of 2019.</p> <p>http://file.lacounty.gov/SDSinter/bos/bc/1043556_ProgressReporttoBOS_081618.pdf http://file.lacounty.gov/SDSinter/bos/supdocs/120677.pdf</p>
<p>I.2.7 Plan for Age-Friendly Communities for Older Adults: Complete a comprehensive assessment of the gaps in services for the County's older adult population.</p>	<p>On August 7, 2018, the Board of Supervisors (Board) adopted a motion approving the Age-Friendly Action Plan for the Los Angeles Region (Action Plan), which was submitted to the Board by Workforce Development, Aging and Community Services. The Action Plan includes 29 recommendations that cover eight (8) domains of livability, as well as five (5) cross-cutting recommendations to establish infrastructure and systems that will support an age-friendly future for the region. The two-year effort included developing and disseminating a countywide survey in ten (10) languages, establishing a team of research scientists from local universities to analyze the survey data, convening experts and community leaders to develop possible recommendations for inclusion in the Action Plan, and hosting an Annual Older Adult Summit. Working groups comprised of public and private stakeholders will develop implementation plans for each recommendation, including action steps, timelines, and metrics.</p> <p>http://file.lacounty.gov/SDSinter/bos/bc/1042737_BoardMemo_Age-FriendlyActionPlanfortheLosAngelesRegion2018-2021.pdf</p>
<p>I.3.2 Implement Body Worn Cameras: Develop and implement a plan to fund, and implement, body worn cameras for Sheriff's deputies.</p>	<p>On August 7, 2018 the Board of Supervisors adopted a motion directing the engagement of a consultant to: review and assess previous Los Angeles County reports and analyses conducted on body-worn cameras, including those of the Civilian Oversight Commission; and draft a report that includes recommendations on proposed policies, procedures, deployment plan, staffing levels, and operational impacts. The Chief Executive Office is currently drafting a Statement of Work for a consultant.</p> <p>http://file.lacounty.gov/SDSinter/bos/supdocs/124673.pdf http://file.lacounty.gov/SDSinter/bos/supdocs/105715.pdf https://coc.lacounty.gov/LinkClick.aspx?fileticket=N3yFPmbNik4%3d&portalid=35</p>

<p>I.3.5 Develop Policy Decriminalizing Homelessness: Implement a protocol that: supports statewide efforts to decriminalize homelessness; complements the County's Homeless Encampment Protocol; and ensures greater collaboration between judicial agencies and alternative courts.</p>	<p>IP</p>	<p>The Los Angeles Sheriff Department (LASD) Homeless Policy has been adopted and implemented in the LASD Policy and Procedures. On June 13, 2017, the Board of Supervisors approved funding and creating the law enforcement Homeless Outreach Services Teams (HOST), which has been effective in engaging individuals experiencing homelessness. HOST has trained 1,250 deputies regarding the Homeless Policy and Homeless Encampment Protocol. Additionally, HOST has contacted more than 1,000 persons experiencing homelessness and referred them for services.</p>
<p>Report Reference</p>	<p>N/A</p>	<p>The Consolidated Correctional Treatment Facility (CCTF) design-build solicitation Request for Proposal (RFP) was issued on April 12, 2018, inviting the two pre-qualified proposers to submit stipulated sum proposals. Two proposals were received in August 2018. The contract award is forthcoming. Regarding the Mira Loma Detention Facility, the ground lease, easement, and right of entry agreements were executed between the County and State. The State Department of Finance approved the RFP for release in June 2018, and the RFP was issued to the two pre-qualified proposers. The award of the contract is pending Board approval. http://file.lacounty.gov/SPSinter/bos/bc/1043286_JailPlanQuarterlyStatusReport80618.pdf</p>
<p>II.2.2 Expand Access to Recreational and Cultural Opportunities: Expand access for all County residents, particularly those in unincorporated and high needs areas, who have traditionally underutilized the County's museums, theatres, beaches, parks, and other recreational facilities</p>	<p>IP</p>	<p>Natural History Museum (NHM) of Los Angeles County is committed to remaining accessible through continuing free admission to its three museums for schoolchildren, teachers, active and former members of the military, EBT cardholders, and residents throughout Los Angeles County. NHM provides free admission to Los Angeles County residents 13 days throughout the year at the Exposition Park and Hancock Park sites and offers a rich array of free public programs and activities, including the new Summer Nights in the Garden events during July and August in Exposition Park. To become even more accessible to the community, NHM and the La Brea Tar Pits and Museum began offering free admission for Los Angeles County residents from 3:00 PM – 5:00 PM, Monday through Friday. The public is admitted free at all times to the William S. Hart Museum. NHM and La Brea Tar Pits and Museum will also continue their programs of free admission to all student groups with reservations from accredited schools. Moving beyond its own walls into the community, NHM has increased the number of offsite educational programs, including visits of the Mobile Museums (Ocean & Archaeology Experiences) to Los Angeles County schools, serving more than 28,000 students across all districts; while also discovering and exploring nature in Los Angeles through Community Science meet ups and BioBlitzes. A third mobile museum is currently in concept development. NHM is increasing community accessibility through partnerships including, LA County Library card holders via Discover & Go program, KUSC Classical Radio station music performances accessible for all audiences; and LA County Parks and Recreation ESTEAM and PAD programs. Beaches and Harbor: Over the past two years, the Department has instituted "District Day in the Marina" in which each Board Office selects a community-based organization that serves children to invite for a W.A.T.E.R. Program "Ocean Safety Day" with Los Angeles County Ocean Lifeguards. These five annual events held at Marina "Mother's" Beach in Marina del Rey have allowed several hundred children and members of their families to visit the Marina and engage in fun and educational recreational opportunities with positive role models – the lifeguards. Notably, several of the children served had never been to a beach before or set foot in sand. Additionally, the W.A.T.E.R. Program's sailing program has expanded to include one-week sessions throughout the summer and over the winter and spring school breaks. Los Angeles County Ocean Lifeguards who are certified sailing instructors teach beginning through advanced sailing to students 11-17. Scholarships are available to qualifying families. Finally, the Department plans to expand the W.A.T.E.R. Program's capacity to serve children served by the Department of Children and Family Services and Los Angeles County Probation Department so that they, too, may participate in Ocean Safety Days. In connection with Coastal Cleanup Day, launched <i>Can the Trash!</i> Clean Beach Poster contest in September [http://beaches.lacounty.gov/postercontest/]. Winners, with their families will be brought out to a WATER Program day. Entrants are asked for their school information and schools will be invited to participate in the WATER Program <i>Ocean Safety Days</i>. Parks and Recreation/NHIM: Environment, Science, Tech, Engineering, Art & Math (ESTEAM) Camp- Encouraging future environmental stewardship, 904 children attended camps at 17 parks across all Supervisorial Districts, allowing campers to engage in nature, science, and natural history. This was an increase from the summer 2017 pilot, where the camp was offered in 8 parks to 372 campers. Parks After Dark: Expanded to 33 parks countywide, with approximately 350,000 visits in summer. See Objective II.2.1 for more information.</p>
<p>Report Reference</p>	<p>N/A</p>	<p>Public Works is planning a series of stakeholder meetings designed to inform the development of the County Water Plan. A core stakeholder group will be established comprised of water agencies and non-Government Organizations to guide the drafting of the County Water Plan. Coordination with the County Sustainability Office is underway to align the County Water Plan efforts with the development of the County Sustainability Plan. A final draft of</p>
<p>II.3.1 Improve water quality, reduce water consumption, and increase water supplies. Promote</p>	<p>PID</p>	<p></p>

<p>water conservation, recycle and reuse local water resources, and reduce storm water pollution.</p>		<p>the County Water Plan is anticipated in March 2020. In response to concerns over the timing and frequency of stakeholder engagement associated with both the County Sustainability Plan and draft County Water Plan, a new timeline for development of the County Water Plan was proposed that launches stakeholder workshops in May 2019 once a final draft of the County Sustainability plan is available.</p> <p>The H2O4LA Education and Outreach Program launched on June 14, 2018 with a new webpage and radio spots. The webpage, H2O4LA.org, is a source for valuable water information.</p> <p>The storm water funding measure and associated expenditure plan have been established as the Safe, Clean Water Program and information on the program is available at www.safeandcleanwaterlacounty.org. The measure was placed a ballot for voter consideration in the November mid-term elections; Measure W passed with 69% of voters voting yes.</p>
<p>Report Reference</p>		<p>http://file.lacounty.gov/SDSinter/bos/supdocs/114798.pdf http://file.lacounty.gov/SDSinter/bos/bc/1023802_BoardMotion4-5-16Item14WaterResilience-RapidAssessmentRpt.pdf</p>
<p>III.2.1 Enhance Information Technology Platforms to Securely Share and Exchange Data. Establish a shared information management platform to enable County departments to identify common clients, securely share and exchange data to coordinate service delivery, and perform data-driven analytics to achieve outcomes in support of Board Priorities and other Countywide initiatives.</p>	<p>IP</p>	<p>Enterprise Information Management Program (EIMP) provides governance, leadership in facilitating information sharing, and utilization of data analytics to improve County service integration. The CIO is deploying an Enterprise Information Hub, as the County's data sharing platform to securely share and exchange data. The Information Hub includes: Data Integration Services; Data Management and Governance; Data Hosting. Since the last update, clients from additional departments have been on-boarded: LAHSA; WDACS; and Public Safety departments. Also, the modernization/automation of Enterprise Linkages was completed to utilize the Hub timelier and more accurately, which allowed for the generation of the 5% homeless utilizers of County services. The CIO is developing the initial version of the County Homeless Initiative Portal mobile application to allow AB210 multidisciplinary teams (MDTs) to identify service history.</p>
<p>Report Reference</p>		<p>N/A</p>
<p>III.2.2 Leverage Technology to Increase Visibility of and Access to Services: Ensure that each department maximizes use of technology to raise awareness of available programs and services.</p>	<p>PIE</p>	<p>In November 2018, an Information Management Committee was implemented to govern data sharing and facilitate information sharing across County departments and services partners. It is projected that additional services partners will be identified to share data by early 2019, including Housing Authority of Los Angeles, LACOE, and LAUSD. CIO is developing a County Data Sharing Guide describing data sharing protocols supporting ten use case scenarios for care coordination for health, justice, social services, as well as research and evaluation. CIO is working to establish a cloud-based services for Data hosting and Data Integration Services for the Information Hub platform.</p>
<p>Report Reference</p>		<p>N/A</p>
<p>III.2.3 Prioritize and Implement Technology Initiatives That Enhance Service Delivery and Increase Efficiency: Support implementation of technological enhancements and acquisitions that increase efficiency (e.g. infrastructure, software, hardware, applications) including replacement of legacy systems.</p>	<p>IP</p>	<p>CIO collaborating with departments to identify and coordinate the replacement of several high-risk legacy systems, including the Voter System for All People (VSAP), Assessor's Modernization Project (AMP), Integrated Justice Case Management Systems (IJCMS) for the Public Defender, Alternate Public Defender and LA Bar Association.</p> <p>On August 21, 2018, the California Secretary of State certified VSAP Tally Version 1.0, making it the first publicly owned, open technology election tally system certified under the California voting systems standards.</p> <p>On May 29, 2018 the Board approved the execution of an agreement with Oracle America, Inc. for the implementation of Phase II of the AMP. AMP is a five-phase agile development project to replace the Assessor's legacy system.</p>
<p>Report Reference</p>		<p>http://file.lacounty.gov/SDSinter/bos/supdocs/56649.pdf http://file.lacounty.gov/SDSinter/bos/supdocs/56724.pdf http://file.lacounty.gov/SDSinter/bos/supdocs/123107.pdf</p>

<p>III.3.1 Maximize Revenue: Implement a process to systematically leverage resources to help fund County initiatives</p>	<p>PIE</p>	<p>The County is looking to more aggressively pursue grants. The CEO secures a two-year grant from the Productivity Investment Fund in the amount of \$448,200 to acquire a grant management software system. Internal Services Department (ISD) is currently reviewing the Procurement Request and it is anticipated the system will be procured by end of 2018. A survey was issued to departments on their current grant writing capacities. Collaboration with LA n Sync is being finalized to provide limited, technical grant writing assistance to departments. An inaugural collaborative meeting was held on December 17, 2018. At this time, metrics will focus on the number of grants sought and number of grants awarded.</p>
<p>Report Reference</p> <p>III.3.2 Manage and Maximize County Assets: Maximize use of County assets, guide strategic investments, and support economic development, in ways that are fiscally responsible and align with the County's highest priority needs.</p>	<p>N/A</p>	<p>The Economic Development Policy Committee has defined economic development projects as those where there is private sector participation that results in tangible economic development benefits beyond just the construction of County facilities. Future economic scorecards will seek to capture statistics such as the percentage of Local & Targeted Workers hired on projects, small business, disabled veteran business and social enterprise usage, number of jobs created, increase in tax base and percentage of affordable housing incorporated into the project, among other community benefits. The projects include CEO managed (San Pedro Courthouse; Grand Avenue Project; Honor Ranch Project; and Harbor UCLA – BioMed), and CDC oversight projects (Vermont Corridor; Vermont-Manchester; 3rd and Dangler; MLK Medical Office Bldg.; Fairview Heights TOD Plan; LA Plaza Cultural Village; and Expo/Crenshaw Site).</p>
<p>Report Reference</p> <p>III.3.3 Measure Impact and Effectiveness of our Collective Efforts: Develop and operationalize a range of metrics and measures to track implementation and outcomes of this strategic plan and other County initiatives.</p>	<p>PIE</p>	<p>http://file.lacounty.gov/SDSinter/bos/bc/1043577_FourthEconomicDevelopmentScorecard.pdf</p> <p>The CIO completed a survey and analysis of department data collection and sharing efforts. The Analytics Center of Excellence (ACE) was launched in March 2018 to provide the analytics and business intelligence to support Board priorities and drive and facilitate the use of the Information Hub for department performance management and data science initiatives. The CEO is working with County Counsel and stakeholder departments to establish protocols to enable the sharing and exchange of information between health, social service and justice agencies. Once established, the CIO will work with stakeholders to operationalize the data sharing protocols to enhance continuity of care, service referrals and outcome measures.</p> <p>Operationalization of the Justice Metrics Framework is proceeding, and once the initial operationalization is in place, a report providing the baseline metrics assessment of the County's efforts to divert vulnerable populations away from further involvement with the justice system will be prepared; it is anticipated the baseline report will be available Summer of 2019.</p>
<p>Report Reference</p> <p>III.3.4 Complete Business Continuity Planning: Complete the development and implementation of Continuity of Government, and Continuity of Operation Plans for the County and County departments, to continue essential services to the public and other government agencies following a disruption of service.</p>	<p>PID</p>	<p>http://file.lacounty.gov/SDSinter/bos/bc/1044942_09-26-18BM-ReportBackontheCountywideJusticeMetricsFramework.pdf</p> <p>http://file.lacounty.gov/SDSinter/bos/bc/1033748_BN-PerformanceMeasurement2-12-18.pdf</p> <p>Continuity of Operations Planning (COOP): A total of 34 county departments are participating in the four-year COOP planning process. These departments are designing their continuity plans based on a disaster situation that would heavily impact their headquarters, satellite offices, stations or other field offices that perform services on behalf of the department. Through the planning process, departments identify their essential processes that support the delivery of their core critical services, and then plan for the sustainment of these processes for up to a 30-day period. The 30-day period is divided into four phases, with the planning process proceeding on this schedule: 2018 – 0-5 days; 2019 – 6-14 days; 2020 – 15-21 days; 2021 – 22-30 days.</p> <p>Continuity of Government (COG): In 2018, the COG planning team, which includes personnel from OEM, County Counsel, and the Board Executive Office, completed the following COG planning areas: 1.) Selected five (5) alternate seats of government locations if the Hall of Administration is unavailable for an extended period of time; 2.) Identified all essential functions necessary to support the preservation and continuity of the County governing body; 3.) Identified all vital records and documents necessary to support the preservation and continuity of the County governing body; 4.) Identified, purchased and distributed emergency communications equipment to be used by the governing body during times of crisis; and 5.) Identified all applicable local, State and Federal laws that pertain to Continuity of Government. In 2019, the COG planning team will work with members of the County governing body to identify standby officers and establish a line of succession if any member of the governing body is unavailable to resume his or her duties during a time of emergency.</p>
<p>Report Reference</p> <p>III.3.5 Enhance County's Cyber Disruption Protocol: Develop and</p>	<p>PIE</p>	<p>http://file.lacounty.gov/SDSinter/bos/bc/1040753_BM-ReportBack_2-EvaluatingEmergencyPreparedness7-6-18.pdf</p> <p>http://file.lacounty.gov/SDSinter/bos/bc/1031327_BOS-MReportBackonEvaluatingLosAngelesCounty_sEmergencyPreparedness_ItemNo.2D-7AgendaofJune262017_dtd12.1.2017.pdf</p> <p>http://file.lacounty.gov/SDSinter/bos/bc/1031398_ReportBackonLarge-ScaleDisasterandEmergencyReadinessandPreparedness.pdf</p> <p>In October 2018 the CIO developed a countywide Incident Response Plan to coordinate responses to cybersecurity incidents. A HIPAA Security Risk Assessment for the County's 10 HIPAA covered departments is on-going and is projected to be completed by the end of 2018. A countywide Information</p>

<p>implement a Cyber Disruption Response Plan that plans for, protects, mitigates, and responds to disruptions to the County's digital information or technological infrastructure.</p>		<p>Security Program Assessment and Vulnerability Penetration Test is being planned for mid-2019; corrective action plans will be developed to improve the County's overall information security posture. New Security Training and Awareness for all County employees is being planned for 2019.</p>
<p>Report Reference III.3.6 Implement a Workplace of the Future: Develop a conceptual office space model(s) designed to: support the work and/or activities of employees; encourage employee collaboration; increase the amount of available work space within existing space resources; and, improve the health of the workplace environment for employees.</p>	<p>N/A</p>	<p>DHR has a long-standing commitment to transform the County into the 'workplace of the future' by promoting innovative programs within our own department and throughout the County. This past year, DHR enhanced the Telework Program by delivering instructor-led teleworking workshops to over 3,000 employees Countywide. In addition, the DHR team converted the telework training curriculum for teleworkers and telemanagers to an online platform, allowing on-demand access to program information. This past year DHR also expanded the pilot hoteling program within our Equity Investigations Unit by 50 percent. This innovative program allows the division to implement location-based case assignments.</p> <p>In June 2018 DHR successfully completed the digitization of County personnel records (ePR) of three pilot departments, and began Phase I of the Countywide implementation of the ePR system, with the goal of digitizing all personnel records across the County by December 31, 2019. This new digital system creates a central online personnel records repository and provides a secure and auditable method for managing confidential personnel information contained in County personnel files. In addition, converting to the ePR system serves to reduce the use of office/storage space for paper documents and reduces the need for staff to commute to central HR offices to view personnel records.</p>
<p>Report Reference III.3.7 Implement a Protocol to Assess Proposed Board Priorities: The Executive Officer of the Board shall implement and manage a process for vetting and providing recommendations to the Board regarding proposed new Board Priorities.</p>	<p>N/A</p>	<p>Executive Office of the Board and the CEO proposed protocol that includes: 1) Characteristics to vet emerging Board Driven Initiatives; and 2) Process to assess institutionalized Board Directed Initiatives.</p>
<p>Report Reference III.3.8 Develop an Early Warning Tool: Develop and test a tool that can help assess the likelihood that a department will experience severe operational and/or administrative challenges negatively impacting service delivery or substantially impeding the Department's ability to meet its mission.</p>	<p>IP</p>	<p>http://file.lacounty.gov/SDSinter/bos/bc/1029788_BoardPrioritiesReport.pdf</p> <p>The Capacity Status Tool (CST) was developed and piloted with Child Support Services Department (CSSD) and Alternate Public Defender (APD). During the first quarter of calendar year 2019, CST will be rolling out to all departments in partnership with County Counsel. A weblink is being developed to allow departments to complete the tool.</p>
<p>Report Reference III.3.9 Enhance County's Fiscal Strength Through Long Term Planning: Develop and implement a plan to address the County's long term unfunded liabilities.</p>	<p>N/A</p>	<p>Pension</p> <ul style="list-style-type: none"> The County has an actuarial based plan in place to reduce the unfunded liability in our pension system. This plan, which is consistent with LACERA's funding policy, requires the County make an additional contribution to the pension system to help reduce the unfunded liability. Retiree Healthcare <ul style="list-style-type: none"> In May 2012, the County established another Post-Employment Benefits (OPEB) Trust Fund with LACERA as a first step to reduce the County retiree healthcare unfunded liability. In June 2015, the Board of Supervisors adopted a multi-year plan to address the County's largest unfunded liability by making prefunding contributions to the County's OPEB Trust Fund. Since the implementation of this plan, the County has contributed \$204.6 million in prefunding contributions and has appropriated an additional \$182.9 million in FY 2018-19 prefunding

		<p>contribution. In addition to the prefunding contribution plan the County has made other one-time contributions to the OPEB Trust Fund since 2013. As of October 31, 2018, the County's OPEB Trust Fund balance was \$919.9 million. Because of our prefunding contributions along with reduced claims cost projections, the retiree healthcare unfunded liability decreased by approximately \$2.7 billion as of the July 1, 2016 actuarial valuation.</p> <p>Workers' Compensation</p> <ul style="list-style-type: none"> CEO Risk Management, CEO Budget/Finance and the Auditor-Controller are working to address an estimated \$2.1 billion unfunded workers' compensation unfunded liability. Risk Management is currently implementing a three- step plan to better control and reduce control costs and the liability associated with workers' compensation. The plan includes the purchase of commercial insurance, claims closures and risk financing. CEO Budget/Finance in concert with the Auditor-Controller are exploring a variety of methods to begin to prefund workers' compensation benefits and eventually move away from our current pay-as-you-go approach to financing workers' compensation costs.
<p>Report Reference III.4.1 Solicit Ongoing Customer Feedback: Each department shall regularly solicit customer feedback (from internal and external customers) regarding the customer's experience when accessing and/or receiving services.</p>	<p>PIE</p>	<p>N/A</p> <p>CEO issued a survey was issued to departments to establish a baseline and determine department's existing status on soliciting ongoing customer feedback. The analysis of responses is underway, and the results are pending. A handbook for departments of best practices will be developed in 2019. Subsequent surveys will be issued to measure increased use of surveying by departments.</p>
<p>Report Reference III.4.2 Share and Publish More Data: Increase the amount of data regularly published on the County's <i>Open Data Portal</i>, to support information sharing and public policy research.</p>	<p>IP</p>	<p>N/A</p> <p>The Open Data portal represents Los Angeles County's commitment to transparency. Visitors can find a wide array of information to help explore the work of the county and its impact on residents. Visitors can conduct research, build apps, create visualizations and much more. In 2018 the number of datasets have increased. Additionally, the number of dashboards and storyboards in support for Justice Metrics and Board Priorities were increased.</p>
<p>Report Reference</p>		<p>https://data.lacounty.gov/</p>

The Difference Two Years Can Make



STRATEGIC PLAN HIGHLIGHTS



LOS ANGELES COUNTY CHIEF EXECUTIVE OFFICE 2018 Update

Los Angeles County departments are working hard to provide effective and caring services to our residents and communities. The 2016 Strategic Plan is one way to ensure a nexus between departmental efforts and our six Board Directed Priorities. This brochure highlights just some of the many efforts underway to enhance the safety net and make Los Angeles County an even better place to live, work and play. The information shared at today's conference highlights the difference two years can make as we take our services to the next level.

Sachi A. Hamai
 Chief Executive Officer
 County of Los Angeles



IMMIGRATION

1 in 3 Los Angeles County residents are foreign-born and close to 900,000 are undocumented immigrants.

IMMIGRANT PROTECTION AND ADVANCEMENT

- Providing legal services - Los Angeles Justice Fund (LAJF)
- Supporting consumer protection by raising fraudulent legal service awareness
- Preparing our communities for the 2020 Census

REDUCE INVOLVEMENT WITH THE JUSTICE SYSTEM

- Reducing recidivism for those exiting jail by: providing health, mental health, social and housing services
- Changing the way officers respond to the mentally ill - expanding the Mental Evaluation Teams
- Launched a Countywide youth diversion plan to appropriately divert young people away from the justice system



JUSTICE REFORM

Justice-involved individuals have a high prevalence of substance use and mental health disorders.



ENVIRONMENTAL HEALTH OVERSIGHT

Environmental conditions have negatively impacted our communities. We seek to support a cleaner and healthier environment.

ENVIRONMENTAL HEALTH OVERSIGHT & MONITORING

- Community Risk Reduction efforts to reduce toxic exposures and health threats
- Published framework to close the black-white gap in infant mortality

FOSTER CLEANER, MORE EFFICIENT AND MORE RESILIENT ENERGY

- Property Assessed Clean Energy (PACE) initiate energy efficient/renewable projects
- Expanded Electric Vehicle Charging ports deployed across County facilities

EXPAND ACCESS TO RECREATIONAL AND CULTURAL OPPORTUNITIES

- Launched 17 Environment, Science, Technology Engineering, Art, and Mathematics (ESTEAM) P Camps
- Parks After Dark (PAD) expanded to 33 parks countywide and during more days of the year

BOARD PRIORITIES

CHILD PROTECTION

INTEGRATED HEALTH

HOMELESSNESS

JUSTICE REFORM

ENVIRONMENTAL HEALTH OVERSIGHT

IMMIGRATION



CHILD PROTECTION

61% of DCFS Caseloads are school-aged children.

Support Education Outcomes for Systems Involved Youth

- Maintaining school enrollment - School Stability Transportation Pilot
- Supporting college preparation - College Bound Antelope Valley Program

STREAMLINED ACCESS TO INTEGRATED HEALTH

- Primary care physicians and specialists securely shared health information via the web-based eConsult Portal
- Enabled health clients to manage their healthcare online - MyWellness Patient Portal
- Countywide Benefits Entitlement Team (CBEST) assisted homeless with benefits applications



INTEGRATED HEALTH

On average, 670,000 patients are annually served by Health Services, more than 250,000 county residents are served annually by Mental Health, and Public Health committed to protecting and improving the health of over 10 million residents.

HOUSING AND SERVICES FOR THE HOMELESS

- Housing disabled adults through the Subsidized Housing for Disabled Individuals
- Issuing vouchers for the landlord community to house more homeless individuals
- Providing interim bridge housing for those exiting our jails



HOMELESSNESS

In 2018, decreased the number of homeless individuals from 55,048 in 2017 to 52,765.

7,448 families and individuals were permanently housed through Measure H strategies

935 families served through Family Solution Centers

3,646 energy efficiency/renewal projects estimated to save **3.5M** kWh in energy and **3.8B** gallons of water

3,336 participants exited Rapid Re-Housing into permanent housing

842 homeless disabled adults were housed through Subsidized Housing for Disabled Individuals

8,158 homeless or at risk of homelessness were screened through Countywide Benefits Entitlement Team

965 medical providers educated on the Exide contamination by Toxicology and Environmental Assessment

670,000 patients are served on average annually by Health Services

895,818 patient consults through eConsult Portal

\$7.4M annual funding was identified to fund youth diversion services, supporting **2,600** young people

350 Electric Vehicle (EV) Charging ports deployed across County facilities

The Housing Authority of Los Angeles County provided

\$1.3M in incentives to secure units for housing voucher recipients

2,609 participants moved into housing through Rapid-Rehousing

28 Recover Bridge Housing beds were added for homeless adults enrolled in outpatient substance abuse treatment Mental Health Evaluation teams funded for crises response