



Strategic Plan

Introduction

Ten years ago, the Los Angeles County Office of Child Protection (OCP) was created in response to a bold vision: that no child should fall through the cracks of a fragmented system. Today, as we chart our course for the next five years, that vision endures — but the world around us has changed. Families face new challenges, and systems must evolve in kind. This strategic plan reimagines OCP as a dynamic, cross-systems catalyst focused on child and family wellbeing — one that continues to bridge silos, align partners, and center community wisdom to create upstream, equity-driven solutions for children, families, and communities.

Today, the OCP is stepping into a reimagined future—one where its role as a **strategic hub for advancing LA County's child and family wellbeing outcomes** is clear, focused, and transformative.

Rather than delivering services directly, OCP convenes, aligns, and catalyzes action across systems to drive upstream, equity-centered solutions that benefit every child and family — not only those already involved in County systems.

Guided by a targeted universalism approach, OCP implements strategies that lift outcomes for all children, youth, and families in Los Angeles County, with focused interventions for those most impacted by inequity, including those involved in the child welfare system. This means moving beyond crisis response to strengthen prevention, align policies, and build shared responsibility across departments, community partners, and philanthropy.

This plan is both a renewal and a reorientation. It reflects what we have learned over the past decade, incorporates findings from deep listening and data analysis, and anchors us in a forward-looking agenda that repositions OCP to lead in a time that demands clarity, courage, and collaboration.

This plan clarifies what OCP is best positioned to lead in order to stay focused, nimble, and impactful. In doing so, it reaffirms OCP's purpose: to make the County's systems work better together before harm occurs, so every child and family can thrive.

Mission

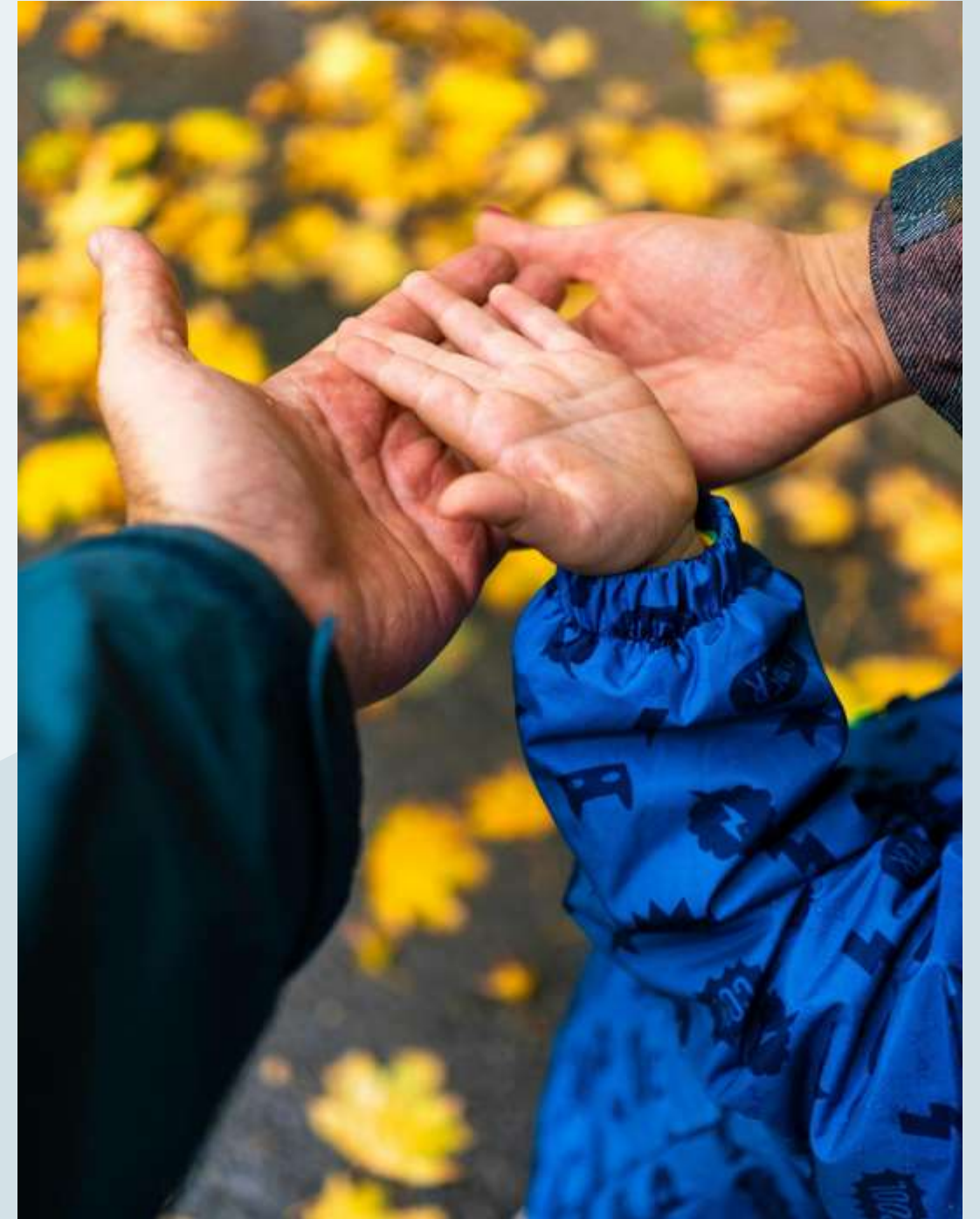


To lead a broad partnership that implements meaningful solutions to improve the lives of children and families.

The Office of Child Protection serves as Los Angeles County's strategic hub for advancing child and family wellbeing outcomes — aligning systems, supporting upstream prevention, and centering those most impacted to build a more coordinated and compassionate ecosystem.

We envision a future where every child grows up safe, supported, and thriving, and where all families — regardless of their starting point — have what they need to flourish long before crisis occurs.

Vision



Who we are

The Office of Child Protection *reimagined*



The Office of Child Protection (OCP) is Los Angeles County's **strategic hub for advancing child and family wellbeing policies.**

We align systems, support upstream prevention, and advance policy and systems change to benefit all LA County children, families, and communities.

Core Values

SHARED RESPONSIBILITY

We believe responsibility for child and family wellbeing is collective. We work across agencies, systems, and communities to create coordinated, root-cause solutions and hold ourselves accountable for meaningful outcomes.

GENERATIVE SERVICE DELIVERY

We facilitate interagency collaboratives to ensure that service delivery to children and families addresses multiple issues based on actual needs after uncovering root causes.

TRANSPARENCY + INTEGRITY

We act with honesty, openness, and clarity, ensuring that our processes and decisions are accessible and accountable to our Board of Supervisors, systems partners, and most importantly, the children, families, and communities we serve.

CHILD-CENTERED AND FAMILY-FOCUSED

We consider the impact of policy implementation through the eyes of children and families and are committed to supporting a continuum of care that is both preventative and provides long-term support.

EQUITY

Our work is anchored by the Racial Equity Principles articulated in the County's Racial Equity Strategic Plan. We embed the countywide guiding equity principles and strategies in our work and across our focus areas by using data to effectively assess and communicate equity needs; emphasizing a promotion and prevention framework to serve families as upstream as possible; and developing and implementing strategies that prioritize and effectively support the most disadvantaged populations and communities.

Our impact to date

OCP drives system-wide change so children and families are better supported, safer, and more connected. A summary of our work to date and **past achievements** can be found on our [website](#). Some highlights include:

Completed or implementing all 51 Blue Ribbon Commission on Child Protection's systems improvement recommendations under OCP's purview

41% decrease in the rate of children in foster care in LA County since OCP's creation in 2015

Developed or improved 19 large-scale County programs or initiatives that provide **direct services** to children, youth, and families in prevention, education, health and behavioral health, and wellbeing

Led 18 multi-year, multi-agency systems improvement collaboratives that improved **service delivery** for children, youth, and families

Directly funded or secured funding for multiple prevention programs that deliver direct services to children, youth, and families:

- Secured over **\$88 million** in new funding for **prevention, home visiting, and early care/education**
- Provided **\$6 million** to County departments for **prevention and promotion programming**
- Provided **\$5 million** to the County's **Prevention and Aftercare Networks**
- Secured over **\$14 million** in public and private funding for **Creative Wellbeing** services
- Secured over **\$4 million** in **substance use prevention and support services** for youth and families
- Secured over **\$3 million** for **transportation to school-of-origin** for children in foster care
- Provided **\$2 million** to develop the award-winning **Emergency Response Investigation Service (ERIS) application**, giving social workers faster access to data during child abuse investigations

Provided **\$4.5 million** to support capacity building for the **County's prevention and promotion framework**

Why this work matters



LA COUNTY OFFICE OF CHILD PROTECTION

The Office of Child Protection (OCP) was established in 2015 in response to the [LA County Blue Ribbon Commission on Child Protection's](#) call for stronger communication, coordination, and accountability across County systems. Since then, OCP has worked to align efforts across systems partners and community stakeholders while keeping children and families at the center of policy and practice improvements.

Today, OCP's role as a convener, problem solver, and implementer of cross-systems solutions is more critical than ever — we continue to help the County move upstream and shift resources toward prevention in the face of complex challenges.

Importantly, the reimagined OCP will continue to build upon its strong foundation of utilizing a prevention lens to support the wellbeing of children, youth, and families. By fostering a more coordinated, equitable, and effective network of support, OCP helps ensure every family can thrive.

Our role

Convene and Align Systems

We coordinate across County departments, community partners, and philanthropy to build a seamless ecosystem of support.

Advance Policy & Systems Reform

We drive policy change and program improvements that address root causes and strengthen public systems.

Use Data Strategically

We track shared outcomes and foster accountability to ensure systems are improving — together.

Launch and Incubate Innovation

We pilot bold, cross-sector solutions and transition them to long-term owners for scale.

Strengthen Communications and Engagement

We develop shared language, messaging, and learning strategies that build awareness and alignment across systems and stakeholders.

Our 2025-2030 focus areas

1

Building community pathways to upstream prevention and promotion supports and services for families.

2

Enhancing the Children and Youth System of Care partnership.

3

Improving behavioral health and health outcomes for children and youth.



Our strategies

Focus Area 1: Build community pathways to upstream prevention and promotion supports

ADVANCE COMMUNITY PATHWAYS AND PREVENTION

- Implement the **Community Pathways** vision to ensure that **families are connected to the right resources** that meet their goals, needs, and culture within their own communities in order to minimize their chances of touching the child welfare system or other crisis systems.

GROW RESOURCES AND CAPACITY

- Build the capacity of County and community partners to **draw down and braid new funding sources efficiently and effectively** to grow community-based supports.

INCREASE ACCESS AND IMPROVE NAVIGATION

- **Work with County and community partners** to ensure children, youth, and families can easily access and navigate the resources they need.



LIFT UP COMMUNITY EXPERTISE

- Act as a liaison between County and community partners to help **community-based organizations build capacity and expertise** as they are a critical piece of the child and family wellbeing network.
- Serve as a feedback loop between community and County systems, **lifting up community and lived expertise to identify barriers and solutions for high-need populations.**

BRIDGE SYSTEMS AND SUPPORTS

- Serve as a bridge between community, community-based providers, and child and family-serving County departments to **ensure a strong continuum of supports and services for families.**

Focus Area 1: Build community pathways to upstream support

Our strategies

Focus Area 2: Enhancing the Children and Youth System of Care

STRENGTHEN SYSTEM CAPACITY

- Build capacity across System of Care partners so that we have **a robust continuum of care** for children and youth, particularly those who are systems-impacted.

COORDINATE SERVICES

- **Create a structure that promotes good communication and coordination** of education, employment, health, as well as traditional and non-traditional behavioral health services across County departments assisting children and families once they become known to the child welfare system, especially for youth with complex needs.

DRIVE CONTINUOUS IMPROVEMENT

- Provide oversight of the child welfare system to **ensure continuous system improvement**.
- Conduct **independent reviews of child fatalities/near fatalities** with a systems improvement lens.

IMPROVE INFORMATION SHARING

- Ensure legally permissible information that is relevant to child safety and wellbeing (education, health records, etc.) is shared electronically by those who need it to **inform and tailor services for each youth impacted by the child welfare system**.

BUILD LASTING SUPPORT SYSTEMS

- Champion collaboration across County and community partners to ensure that **no youth who transitions out of care leaves the system without a permanent family** or a responsible caring adult in their lives, **or the supports they need to thrive**.

MEASURE IMPACT

- Track outcomes for system-involved youth to **determine the efficacy of County intervention and programming**. Utilize data to continually assess how the County can strengthen supports for youth impacted by systems.

Focus Area 2: Enhancing the children and youth system of care

Our strategies

Focus Area 3: Improving youth behavioral health and health outcomes

Lead County efforts to build the expertise and partnerships necessary to:

MAXIMIZE RESOURCES

- **Maximize behavioral health and health funding and policy changes** that can benefit children, youth, and families.

ADVANCE WHOLE-CHILD AND WHOLE-FAMILY CARE

- **Ensure a whole-child and whole-family approach to meeting the health and behavioral health needs of children and youth** served by the County, particularly those involved in the child welfare system.

ALIGN POLICIES & ADVOCACY

- **Strengthen alignment of behavioral health/health policies with child welfare policies, and advocate as needed** with federal, state, and managed-care plan partners to support effective implementation.



Focus Area 3: Improving youth behavioral health and health outcomes

How will we know we're successful?



UNDERSTANDING THE SYSTEM WE ARE SHIFTING

OCP's work is **systems change**: reshaping the structures and conditions that hold problems in place. Systems change is **complex, takes time, and cannot be measured by a single indicator**.

Drawing from [FSG's Water of Systems Change](#), we know progress happens when conditions shift across **policies, practices, relationships, power dynamics, and mental models**.

DEFINING WHAT WE WANT TO LEARN

We can track progress by asking:

- Are partners working together in **new and better ways**?
- Are **policies and funding** moving to support whole-child/whole-family care in flexible and sustainable ways?
- Are **communities and families shaping solutions**?
- Are **narratives about child and family wellbeing** shifting toward equity and prevention?
- **Are children and families better off as a result?**

Conclusion



OCP is transforming how LA County supports children and families — moving upstream, centering our most vulnerable populations, and aligning systems. This plan builds on past progress and sets a clear path forward: a coordinated network where every child is safe, supported, and able to thrive.

Acknowledgements

This Strategic Plan reflects the dedication of so many who believe in a brighter future for LA County's children and families:



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County Departments & Stakeholders

- Chief Executive Office
Anti-Racism, Diversity, and Inclusion Initiative
Center for Strategic Partnerships
Chief Information Office
Homeless Initiative
Poverty Alleviation Initiative
- Commission for Children and Families
- Department of Arts and Culture
- Department of Children and Family Services
- Department of Health Services
- Department of Mental Health
- Department of Public Health
- Department of Public Social Services
- Executive Office of the Board of Supervisors
- LA County Office of Education
- Prevention and Promotion Systems Governing Committee
- Youth Commission
- System of Care partners and other County commissions and initiatives

Community Stakeholders

Thank you to our many community partners – community-based providers, advocates, philanthropy, managed care plans, school districts, First 5 LA, researchers, community leaders, and people with lived expertise – for their thought partnership and input during our strategic planning process.

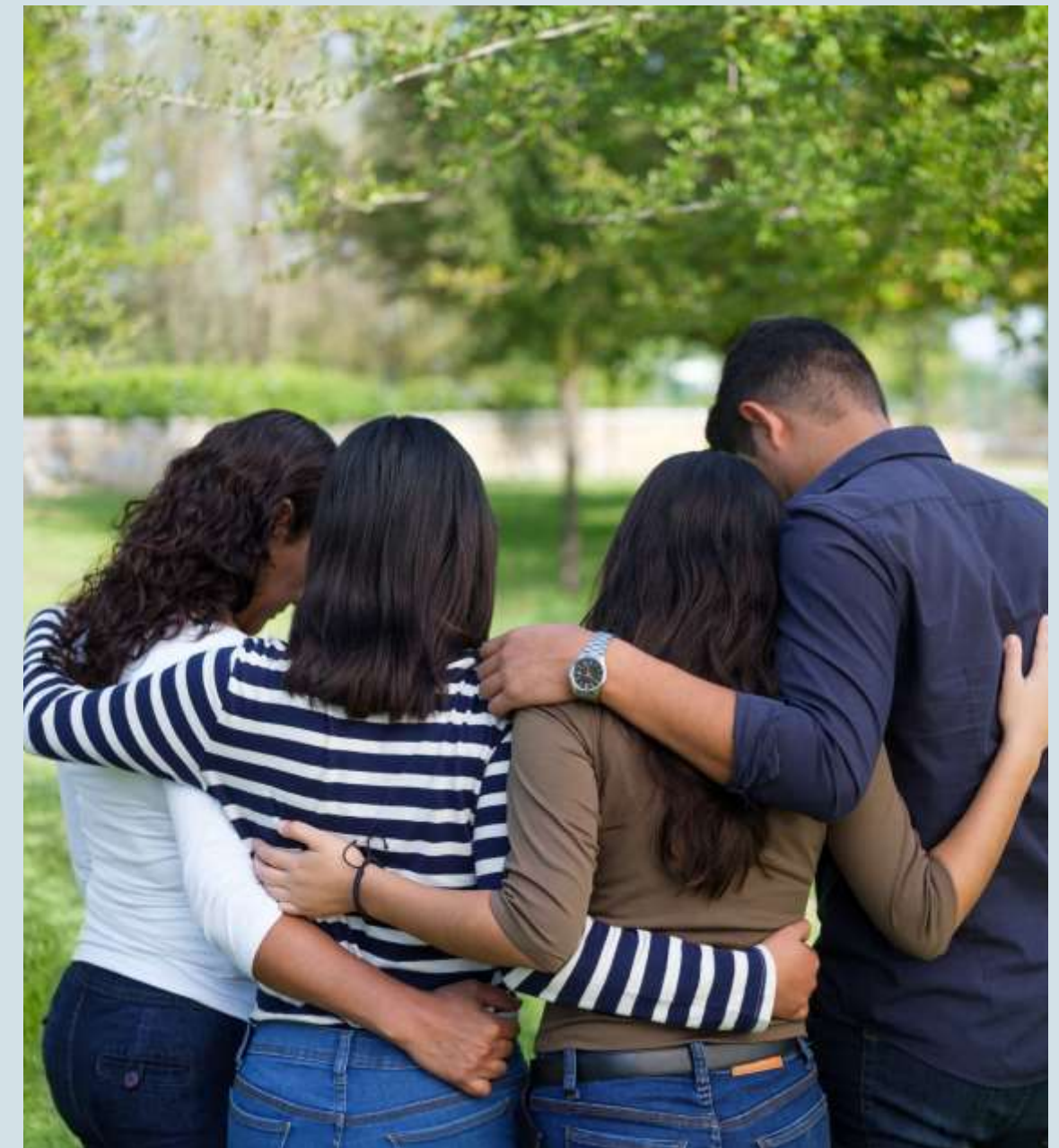
Stay tuned.



In June 2025, the Board passed a [motion](#) directing the OCP to provide written recommendations to the Board on redefining the Board directed priority of Child Protection based on community stakeholder and lived expertise feedback.

The OCP is currently hosting community listening sessions and will submit recommendations to the Board on February 10, 2026.

If the Board adopts recommendations to change the name of the Board directed priority area, then OCP will rebrand its office and this Strategic Plan to align with the adoption of those recommendations. To stay connected with updates please visit the next slide.



Stay connected.



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SIGN UP FOR OCP COMMUNICATIONS

