



# COUNTY OF LOS ANGELES OFFICE OF CHILD PROTECTION

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May 31, 2017

To: Supervisor Mark Ridley-Thomas, Chair  
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From: Judge Michael Nash (Ret.)   
Executive Director, Office of Child Protection

## PROGRESS UPDATE ON THE CENTER FOR STRATEGIC PUBLIC-PRIVATE PARTNERSHIPS

The Board of Supervisors established the Center for Strategic Public-Private Partnerships (Center) within the Office of Child Protection (OCP) on October 6, 2015, following a recommendation made by the Los Angeles County Blue Ribbon Commission on Child Protection. On April 1, 2016, Kate Anderson commenced her work as the Center's Director.

The Center submitted updates on its progress to the Board on July 1, 2016, and February 21, 2017. Attached is a follow-up on its progress since this latter date. Some highlights of the update are the Center's:

- "One-day convening" to recruit resource and foster families in South Los Angeles, scheduled for June 3. The event focuses on faith-based communities, and over two dozen leaders from all faiths and nationalities have committed to urging their congregations to attend. The convening includes information sessions, a resource fair, onsite resource-family orientations, health screenings, and CalFresh sign-ups. The popular radio station KJLH will broadcast live from the event, and the Los Angeles Clippers basketball team has donated items for an onsite raffle.
- Initiative to connect undocumented homeless and former foster youth with legal support and assistance through a partnership between Kids in Need of Defense and the Los Angeles Homeless Services Authority, plus a commitment from two private firms—Munger, Tolles & Olson, LLP, and O'Melveny & Meyers, LLP—to offer *pro bono* immigration legal services to these youth

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- Submitting a successful grant proposal to the County's Productivity Investment Fund for a consultant to be on-the-ground support for an advisory board in developing the *Portrait of Los Angeles*; this consultant is also charged with aligning and integrating related data into this work

We will submit quarterly reports on the Center's work in future to keep you apprised of its accomplishments.

If you have any questions, please contact me at (213) 893-1152 or via e-mail at [mnash@ocp.lacounty.gov](mailto:mnash@ocp.lacounty.gov), or your staff may contact Kate Anderson at (213) 893-2538 or via email at [kkanderson@ocp.lacounty.gov](mailto:kkanderson@ocp.lacounty.gov).

MN:CDM:KKA:eih

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First 5 LA  
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## Director's Report Center for Strategic Public-Private Partnerships May 2017

The Center for Strategic Public-Private Partnerships is pleased to present this update on our work since our February report. As this Board knows, the Center was launched on April 1, 2016, with the hiring of the Center's Director. It has since hired an Associate Director and has had the support of a part-time consultant, Gita Murthy Cugley, and a part-time UCLA Luskin Leadership Fellow, Barbara Spyrou. We have also benefited tremendously from the support of our fiscal sponsor in the private sector, Southern California Grantmakers. Since our launch, we have engaged in 21 joint initiatives that together have involved 22 public and private partners. The Center's initiatives have brought in over \$500,000 in private sector investments.

We continue to focus our efforts on our three priority areas: prevention, the recruitment and retention of relative caregivers and non-related resource families, and supporting our transition-age youth. In addition, we engage in initiatives that reach across focus areas.

### **Joint Initiatives Launched**

- **Evaluation of the Family-Finding Pilot.** Funded by The Ahmanson Foundation, the evaluation of the Department of Children and Family Services (DCFS) family-finding pilot is now underway. Child Trends, the evaluator, is working with DCFS and the Office of Child Protection (OCP) to begin gathering data for this evaluation.
- **One-Day Convening to Recruit Resource Families in South Los Angeles.** The upcoming June 3 event—focused on recruiting resource families from faith-based communities in South Los Angeles—is shaping up beautifully. Building up to the event, over two dozen leaders from around the community, from all faiths and nationalities, have come to luncheons to learn about the event and have committed to urging their congregations to attend. Many have invited the team to present at Sunday services. The popular radio station KJLH has offered to broadcast live from the event, and the Los Angeles Clippers basketball team donated items for an on-site raffle. Participants interested in becoming resource families will be able to take an onsite orientation that is being jointly conducted by DCFS and two foster family agencies. In addition, there will be information sessions and a resource fair, including a number of onsite services. St. John's will offer health screenings and tuberculosis testing for adults and children, the Department of Public Social Services' (DPSS) mobile van will offer CalFresh sign-ups, and DCFS plans to have the Live Scan process available for those interested in becoming resource families. Crystal Stairs will provide child care for kids ages four and up. We are grateful to the Ralph M. Parsons Foundation and the Pritzker Foster Care Initiative for their support, as well as Partners for Children South L.A.
- **Undocumented Homeless Youth Legal Connections.** The Center recently launched an initiative focused on connecting immigrant homeless and former foster youth with legal support and assistance. The Center hopes to offer much-needed support both for youth facing possible deportation and for the homeless and housing staff they turn to for help. The Center successfully connected both DCFS' Special Immigration Status Unit and Kids in Need of Defense (KIND) to the Los Angeles Homeless Services Authority (LAHSA), ensuring that

homeless and former foster transition-age youth fearing deportation have access to immigration legal services and attorneys. The Center also secured the commitment of two private firms, Munger, Tolles & Olson, LLP, and O'Melveny & Meyers, LLP, to offer *pro bono* legal aid to these youth. KIND also agreed to convene "know your rights" workshops in the community (also available via webinar) to ensure that youth are informed and have an opportunity to ask questions. On May 24, 2017, KIND and DCFS participated in an immigration briefing for L.A. County's youth coordinated entry system (CES) regional coordinators and staff to provide background information and context so they can best serve these youth.

- **LGBTQ Scan Released.** The County-commissioned scan of LGBTQ youth services in Los Angeles County was expanded with philanthropic support from partners including the California Community Foundation, Weingart Foundation, the Palette Foundation, the City of West Hollywood, the Philip and Muriel Berman Foundation, The California Wellness Foundation, and the David Bohnett Foundation. The report was completed and submitted to this Board on February 28, 2017. With its expanded scope, the scan provides an unprecedented opportunity to gain a fuller understanding of services that are available and/or lacking for LGBTQ youth. On April 12, 2017, the Center brought the expansion's funders back together to continue the conversation, partnership, and collaboration on the implications resulting from the scan. The Center has also offered to support an additional stakeholder briefing to further discuss the scan, which is scheduled to take place on June 16, 2017.
- **Portrait of Los Angeles.** The Center supported the Office of Child Protection (OCP) in submitting a grant proposal to the County's Productivity Investment Fund (PIF) for a consultant to be on-the-ground support for an advisory board in developing the *Portrait of Los Angeles*. This consultant is also charged with aligning and integrating related data efforts into this work. The PIF grant was unanimously approved on March 13, 2017. The Center is grateful to the many private sector partners who provided the initial funding for the report and to Southern California Grantmakers for convening them.
- **Hack Foster Care LA.** The Center supported and participated in the Pritzker Foster Care Initiative's "Hack Foster Care LA" event that was held on April 28 and 29, 2017, and brought the County and the private sector together to collaborate and problem-solve around five major challenges defined by DCFS. The Center will work with Pritzker and DCFS to follow up on several promising ideas developed at the Hackathon.

## **Initiatives in Process**

### **Prevention Efforts**

The OCP is close to finalizing its countywide Prevention Plan. This Plan—over a year in the making and reflecting the work and involvement of multiple County Departments and community stakeholders—seeks to build a family-strengthening network of interventions to help stabilize struggling families. On a parallel track, the OCP has also been working closely with the Department of Public Health and other key partners in responding to the Board's December 20, 2016, home visiting motion. The Center has been at the table for both efforts so that we can bring in the private sector when and where its partnership and leveraging will have the most impact.

- **Collaboration between the LA Partnership for Early Childhood Investment, First 5 LA, and the Center.** The Center's work in building joint initiatives to support the Prevention

Plan starts with building collaborations with like-minded, similarly focused entities. The LA Partnership for Early Childhood Investment is one such entity. It is a funders' collaborative of public and private organizations that together focus on leveraging philanthropic investments to support system changes that will benefit the most vulnerable Los Angeles County families with young children. First 5 LA is another. In addition to helping to draft this Plan, First 5 LA builds partnerships with a broad array of potential allies such as business, educational institutions, and philanthropy to advance its goal of supporting policies and systems change that allow every child to succeed in school and life. Given the similar missions of the LA Partnership, First 5 LA, and the Center, along with our shared interest in supporting the County's prevention efforts, these three entities have agreed to work collaboratively on this effort, approaching local and national funders with proposed joint initiatives to support the Prevention Plan.

- **Engaging the Business Community.** We have met regularly with staff from the Los Angeles County Economic Development Corporation and the Los Angeles Area Chamber of Commerce to develop their support for the Plan.
- **Partnering with the Administration for Children and Families Regional Office.** The Center had an opportunity to meet with the early childhood staff of the Administration for Children and Families (ACF) in Washington, DC, through a meeting arranged by Southern California Grantmakers. The staff at ACF has experience with public-private partnerships in other parts of the country and was very interested in our prevention work. The Center has continued conversations with the Region IX (our region) interim director, and we are in the early stages of planning discussions with the Region IX staff and prevention stakeholders to discuss potential partnerships to advance the Prevention Plan.
- **Home Visiting Ad-Hoc Funders' Workgroup.** The Center has recruited five key foundation representatives to sit on a home visiting ad-hoc funders' workgroup. They have agreed to be ambassadors for our efforts in the philanthropic sector and also to help develop and vet the proposals that come out of the County's planning efforts. Having them at the table brings their experience and wisdom into our planning process. We have already identified areas where the County's implementation plan, once developed, can be boosted by private sector investments; for instance, a stronger data infrastructure, strengthening the capacity of providers to bill public entities, and marketing to build public will and client uptake are just a few of the possible ideas.
- **Domestic Violence Prevention and Home Visiting.** The Center is having discussions about private sector support to strengthen the link between home visiting and domestic violence prevention and will report on the specifics as they are developed.
- **SPA 6 Prevention Pilot.** As a result of the "listening tour" that members from the OCP's prevention workgroup embarked on with some of the Prevention and Aftercare (P&A) network providers, a pilot has been developed to bring together DPSS, First 5 LA, the OCP, the Children's Data Network, and SHIELDS for Families, Inc., in South Los Angeles to strengthen prevention efforts in the SPA 6 community. The pilot increases connections between DPSS and SHIELDS (a P&A network provider), and provides evidence-based home visiting services to DPSS clients. The Center is seeking philanthropic funding to document key components and lessons learned to help adapt and replicate the pilot in other SPAs and

with other County Departments. This work will be shared widely with the OCP's prevention partners and, potentially, with partners across the state seeking to learn from our work.

- **Scans of the Prevention and Early Childhood Landscapes.** Both Casey Family Programs and the LA Partnership for Early Childhood Investment commissioned scans of services in Los Angeles County. The Center worked with both to ensure that these scans align the work with the OCP's prevention efforts. It is hoped that these scans will help us better understand the strengths and gaps in our prevention networks community by community.
- **Connecting the Department of Mental Health's Prevention and Early Intervention Funding to the OCP's Prevention Efforts.** The Center is working with the Department of Mental Health (DMH) to identify private-sector support to bring on a consultant to enhance connections between DMH's Prevention and Early Intervention funding and the OCP's prevention efforts.

### **Recruitment and Retention of Resource Families**

Recruiting and retaining resource families continues to be a high priority for all of the Center's partners. Multiple high-level initiatives are underway in efforts to increase and support relative caregivers, as well as to bring new loving families into this system.

- **Emergency Child Care Pilot for Resource Families.** The Center continues to support a pilot between DCFS, the Child Care Resource Center, and philanthropy to create trauma-informed emergency child care spaces for foster parents. Philanthropic partners supporting the pilot are the Ralph M. Parsons Foundation, the W.M. Keck Foundation, and First 5 LA. The contract with DCFS was signed on April 3, 2017, and the pilot is now being implemented.
- **Relative Caregiver Support Trainings.** DCFS reached out to the Center late last year to ask us to explore private funding to train its staff and its contractors on how best to support relative caregivers for children detained out of home. We have connected DCFS with A Second Chance, which DCFS identified as a potential resource. We are having these discussions and will report back as progress is made.
- **Collective Impact Model for Recruitment and Retention.** The Center is in the early stages of partnering with the Ralph M. Parsons Foundation and others to bring together diverse stakeholders to tackle obstacles to the effective recruitment and retention of resource families. We intend to use a collective impact model—a disciplined, cross-sector approach to solving social problems—to guide our work. The group had its first meeting on April 7, 2017, and agreed it wanted its next step to be the preparation of a landscape analysis to document and understand the efforts underway around recruitment and the opportunities for increased impact around this issue. First 5 LA has supported funding that landscape analysis, which is just beginning.

### **Support of Transition-Age Youth (TAY)**

- **Teen Clinic Expansion.** The OCP and the County's departments of Health Services and Mental Health see the County Medical Hubs as an area of potential improved services for our LGBTQ youth. The Teen Center in the LAC+USC Medical Hub operated by the Violence Intervention Program is an innovative model that has created a welcoming and safe space for LGBTQ youth. County partners would like to see this model replicated in other Hubs, and the Center is seeking philanthropic support to standardize practices to support this replication.
- **Subsidized Independent Living Program (SILP) Fix.** The Center worked with funders and DCFS to design a pilot that connects youth who are approved for a SILP with a housing provider in the coordinated entry system. This pilot proposes using private dollars to provide flexible funds for move-in costs and security deposits, and also supports SILP-eligible youth in their search for housing.
- **Nonprofit Sustainability Initiative and Group Homes.** The Center hosted a convening on December 5, 2016, to introduce foster family agencies and group homes to the Nonprofit Sustainability Initiative (NSI), a private-sector fund supported by 13 local foundations, which provides support to nonprofits interested in strategic restructuring and formal partnerships that lead to greater organizational effectiveness and efficiency. The Center is having follow-up discussions about bringing on a consultant to work with group homes that are unlikely to transition to becoming short-term residential treatment programs under Continuum of Care Reform. The consultant would help these group homes prepare for the strategic restructuring funding available through the NSI and also help to identify alternate County funding streams and service options available to them.
- **Parks After Dark Pilot Partnership with the City of Los Angeles's Gang Reduction Youth Diversion Program.** The Center's work with Parks After Dark (PAD) and the Department of Public Health uncovered an opportunity to build a partnership between the City of Los Angeles's Gang Reduction and Youth Diversion (GRYD) program and our PAD program. Through the Center's relationship with the Mayor's Fund for Los Angeles, we were able to broker a potential partnership to bring the evidence-based infrastructure of the GRYD program to our County parks. The Center also continues to explore regional approaches to supporting evening and summer programming throughout the various jurisdictions.
- **Youth Diversion Subcommittee.** On January 10, 2017, the Board passed a motion formalizing a Youth Diversion Subcommittee of the Countywide Criminal Justice Coordinating Committee, and directed the Center to work with the subcommittee to engage the private sector in these efforts. The Center is in the process of helping to convene a briefing of private-sector funders and academics on the Subcommittee's work.

### **Cross-Area Initiatives**

**Trauma-Informed Los Angeles County.** A group of four funders—First 5 LA, the Ralph M. Parsons Foundation, the California Endowment, and the California Community Foundation—launched an initiative to transform Los Angeles into a trauma-informed county. The Center continues to help connect County Department leaders in DCFS and DMH to this groundbreaking and important work.

## **Center Convenings and Meetings**

In addition to building joint initiatives, the Center also plays a connecting and convening role, often helping to link representatives of one sector to initiatives already underway in another sector. We continue to support this and other “silo-busting” gatherings of County and private-sector representatives, both on an ad-hoc basis and in the formal convenings described below.

### **Child Welfare Funders Collaborative**

Convened in conjunction with Southern California Grantmakers, this Collaborative brings together representatives from the County and philanthropy around issues related to child welfare. Each meeting focuses on a different topic, creating both a learning environment and a space for cross-sector discussion and problem-solving. It is scheduled to meet again on June 29, 2017, and we plan to focus the meeting on our transition-age youth initiatives.

### **Home for Good Funders Collaborative Youth Subgroup**

In conjunction with LAHSA and the Home for Good Funders Collaborative, the Center co-convenes a youth subgroup to focus on solving youth homelessness. This subgroup brings private- and public-sector funders together to tackle specific areas. Its first meeting with these co-conveners was May 17, 2017, and it plans to meet bi-monthly.

### **Semi-Annual Funders' Breakfast Briefing**

In conjunction with Southern California Grantmakers, the Center's funders (private and public) come together bi-annually to discuss the Center's progress to date and strategize about future directions. The next briefing is June 7, 2017.

The Center continues to be gratified by helping its partners advance their goals. Both sectors operate at their best when they do their work together, and the Center is grateful to be a part of bringing out their best. We look forward to continued and expanded work together.