



COUNTY OF LOS ANGELES OFFICE OF CHILD PROTECTION

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February 28, 2018

To: Supervisor Sheila Kuehl, 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 (the 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 on February 21, May 31, August 28, and November 30, 2017. Attached is a follow-up on its progress since this last date. Some highlights of the update are the Center's:

- Membership in the Los Angeles cohort—one of only seven jurisdictions in the country—working with the Corporation for Supportive Housing (CSH) to advance innovations supporting homeless families and families at risk of homelessness who are also either in the child-welfare system or at risk of entering the child-welfare system
- Obtaining a grant of \$50,000 from the Nonprofit Sustainability Initiative to hire a consultant firm to work with faith leaders in South Los Angeles on formalizing a foster-care ministry that will partner with the Department of Children and Family Services (DCFS) and the private sector to support families in or at risk of entering the child-welfare system, and to recruit and support resource families to care for children in the community

- Securing investments from the Pritzker Foster Care Initiative, First 5 LA, and the Bowen H. & Janice Arthur McCoy Charitable Foundation to help DCFS optimize its system for arranging visits between birth families and resource families with the development of a mobile app using sophisticated geospatial analysis (the science that determines optimal locations for services)

We will continue to 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, or your staff may contact Kate Anderson at (213) 893-2538 or via email at kkanderson@ocp.lacounty.gov.

MN:CDM:KKA:ESC:eih

c: Executive Office, Board of Supervisors
 Chief Executive Office
 Children and Family Services
 Commission for Children and Families
 County Counsel
 Health Agency
 Public Library
 Mental Health
 Parks and Recreation
 Probation
 Public Health
 Public Social Services
 Sheriff
 First 5 LA
 Southern California Grantmakers

Director's Report

Center for Strategic Public-Private Partnerships

February 2018

The Center for Strategic Public-Private Partnerships is pleased to present this update on our work since our November 2017 report. We are grateful for the continued support of our public and private partners; our home in the County, the Office of Child Protection (OCP); and our private-sector home and fiscal sponsor, Southern California Grantmakers.¹ We are also grateful to the many County departments and private-sector partners that have joined us in the joint initiatives described below. We are proud of the work we have done together.

Since our last quarterly report, we have formalized five new joint initiatives and continue to nurture and develop a number of others in our three priority areas: prevention, the recruitment and retention of relative caregivers and non-related resource families, and supporting our transition-age youth.

Joint Initiatives Formalized Since Our Last Report

- **Family Housing Connections** Working in partnership with the Los Angeles Homeless Services Authority (LAHSA), the Department of Children and Family Services (DCFS), the Community Development Commission of the County of Los Angeles (LACDC), and the Chief Executive Office's Homelessness Initiative, the Center applied to, and was selected by, the Corporation for Supportive Housing (CSH) to be one of seven jurisdictions around the country chosen to advance innovations supporting homeless families and families at risk of homelessness who are also either in the child-welfare system or at risk of entering the child-welfare system. CSH, with funding from the Robert Wood Johnson Foundation, is providing best-practice technical assistance to each cohort jurisdiction and connecting them so they can learn from each others' experiences. Each of the partner organizations in Los Angeles has committed to working together with CSH over the next nine months to develop a strategic plan that better integrates the housing and child-welfare systems.
- **South Los Angeles Foster-Care Ministry** Last month, in partnership with faith leaders from five churches in South Los Angeles, the Center submitted an application to the Nonprofit Sustainability Initiative (NSI) to explore building a foster-care ministry in South Los Angeles. We are pleased to announce that the NSI awarded us a \$50,000 grant to retain the consultant firm of Hudson and Holland Advisors, LLC, to work with these faith leaders as they formalize a partnership and collaborate moving forward. Once built, the foster-care ministry hopes to partner with DCFS and the private sector to support families in or at risk of entering the child-welfare system, and to recruit and support resource families to care for children in the community. The grant also allows the Center to continue working with Nancy

¹ The Center's work would not be possible without the generous support of our private sector funders, which provide half the funding for the Center: The Ahmanson Foundation; Annenberg Foundation; Anthony & Jeanne Pritzker Family Foundation/Pritzker Foster Care Initiative; The Ballmer Group; Blue Shield of California Foundation; California Community Foundation; The California Endowment; Community Partners; David Bohnett Foundation; First 5 LA; Conrad N. Hilton Foundation; The James Irvine Foundation; Liberty Hill Foundation; The Ralph M. Parsons Foundation; and Weingart Foundation

Harris, the consultant who spearheaded our successful *Fostering Home* event last June and has been instrumental in bringing these faith leaders together.

- **Youth Diversion Launch** The Los Angeles County Youth Diversion and Development Summit launches the County's youth-diversion initiative with a day-long gathering of law enforcement, community organizations, philanthropy, County Departments, and community members on March 1, 2018. This convening provides a unique opportunity for the County's recently established Office of Youth Diversion and Development (OYDD) to build a shared understanding of the County's new youth diversion and development infrastructure, and to mobilize a diverse group of stakeholders to transform the way young people are connected to services in lieu of justice-system involvement. OYDD asked the Center to both help secure funding for this summit and think about how best to connect with the private sector around this work. The Center worked with the Department of Mental Health (DMH), which will fund the majority of summit costs, then connected with The California Endowment and Liberty Hill Foundation to cover essential items (catering and youth stipends, for example) that County funding cannot provide. We are also seeking summit support from other private-sector partners. Following the summit, the Center is working with Liberty Hill Foundation to host a funder's briefing on March 9 to update the philanthropic community on this work and to explore opportunities for additional involvement and support.
- **Foster Care Education Transportation Pilot** Youth in foster care change schools far more often than other students do, making it harder for them to succeed in school. Improving school stability for these youth is crucial to improving their education outcomes. To this end, President Barack Obama in 2015 signed the Every Student Succeeds Act (ESSA), which imposes requirements on local education agencies (LEAs) and child welfare agencies to collaborate to ensure increased school stability for foster youth

To facilitate compliance with ESSA school-stability requirements, the Board of Supervisors directed County partners to develop a plan to increase school stability. The OCP and the Los Angeles County Office of Education (LACOE), working closely with DCFS, pulled together a workgroup of various public-interest law firms and community-based organizations serving foster youth to develop an implementation plan and timeline to comply with these ESSA provisions. The workgroup determined that an interim ESSA transportation pilot could provide an opportunity both to ensure the transportation of foster youth to their schools of origin in the short term, and also to collect robust data to project future costs and identify lessons learned, thereby informing a long-term transportation plan.

In September 2017, LACOE, DCFS, and the Los Angeles Unified School District (LAUSD)—the county's largest school district, which serves over half its foster youth—developed and executed a Memorandum of Understanding (MOU) that outlines the processes for this pilot. While many successes have since occurred, the ESSA transportation workgroup identified a further need. DCFS and LACOE receive hundreds of notifications a week when youth are either removed from their homes or change placements. Neither agency has the capacity to process these notifications, which has proven a barrier to foster youths' obtaining transportation to their schools of origin. Although DCFS is hiring additional education consultants, they will not be on board and ready to support this work until the fall of 2018.

The Education Coordinating Council, which also functions under the umbrella of the OCP, asked the Center to find private funding to support short-term education consultants to fill

this identified gap. The Center hosted a conference call with child-welfare and education funders in December 2017. The Reissa Foundation has invested \$60,000 to fund short-term education consultants to assist DCFS and Los Angeles County school districts in adopting long-term ESSA transportation plans. We continue to seek additional private sector support.

- **Visitation Support** To optimize its system for arranging visits between birth families and resource families, DCFS wants to work with private-sector partners to develop a mobile app grounded in sophisticated geospatial analysis—the science that determines optimal locations for services—provided by Chapin Hall. These activities are in response to a motion from the Board of Supervisors and to ideas generated at the Hack Foster Care LA event that the Pritzker Foundation brought together in April 2017. The Pritzker Foster Care Initiative, First 5 LA, The Ralph M. Parsons Foundation, and the Bowen H. & Janice Arthur McCoy Charitable Foundation have invested in this effort, and the Center is seeking additional partners to support this work.

Updates on Initiatives in Progress

Prevention Efforts

The Center continues its work to support the OCP as it implements *Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County*. The Center also continues to support the County's response to the Board's December 20, 2016, home-visiting motion.

In addition, the Center is:

- **Partnering with the Administration for Children and Families Regional Office** The Center was invited to be part of a DCFS-hosted in-person meeting with the interim director of the Administration for Children and Families, Dr. Jerry Milner. We continue to engage with ACF regional staff about partnerships to prevent children and families from entering the child-welfare system.
- **Engaging the Private Sector to Support the Prevention Plan** The Center continues to work with the private sector to support the County's prevention plan, and is developing materials with First 5 LA and the LA Partnership for Early Childhood Investment to approach local and national funders. We also continue to work with the Los Angeles Area Chamber of Commerce and the Los Angeles County Economic Development Corporation (LAEDC) to engage the business community in these efforts.
- **Home Visiting Ad-Hoc Funders' Workgroup** The Center continues to convene an ad-hoc workgroup around home visiting, seeking group members' advice and input on potential joint initiatives to support the County's efforts.
- ***A Portrait of Los Angeles County*** This report, which tells a story of community-level well-being through the lens of the Human Development Index (a composite statistic of life expectancy, education, and per-capita income indicators), was released on November 28, 2017. Cheryl Wold, the consultant hired by the OCP, continues to spread the word about this powerful tool for advancing prevention and other recommendations, presenting to community groups and County Departments and developing a "train-the-trainer" model to ensure that this work continues beyond her engagement.

- **SPA 6 Prevention Pilot** This pilot, discussed in previous updates from both the Center and the OCP, launched in November 2017. Its implementation guide, funded by the Reissa Foundation and developed in conjunction with the Department of Public Social Services (DPSS) and SHIELDS for Families, Inc., informs continuous quality improvement (CQI) efforts with the pilot team. The Center is exploring the potential for further private-sector partnerships to support CQI efforts within DPSS.
- **Connecting DMH Prevention and Early Intervention Funding to the OCP's Prevention Efforts** DMH asked the Center to secure private-sector support to continue technical assistance for operationalizing its work around Prevention and Early Intervention funding, and we are reaching out to our private-sector partners to support this work.

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 to increase and support relative caregivers, as well as to bring new loving families into this system. News since November includes:

- **One-Day Convening to Recruit Resource Families** The June 2017 *Fostering Home* event in Inglewood discussed in previous reports is a model meant to be rolled out to other areas in the County. We are in the early stages of planning a second event with the First District, focusing on the faith community in Pomona in late spring 2018, and look forward to working with DCFS, local foster family agencies, and the community on this effort.
- **Collective-Impact Model for Recruitment and Retention** Using a collective-impact model, the Ralph M. Parsons Foundation continues to convene a group of diverse stakeholders (with support from the Center) to tackle obstacles to the effective recruitment and retention of resource families. In late January, stakeholders divided into workgroups to focus on a deeper understanding of the recruitment landscape, what data we have and what data we need to do this work, and what "backbone support" is necessary to move the work forward.

Support of Transition-Age Youth (TAY)

- **Youth Housing Pilots** As previously reported, the Center worked with the Home For Good Funders Collaborative and LAHSA to obtain private-sector funding for two pilots—one in SPA 2 and the other in SPA 3—serving system-involved transition-age youth under the supervision of both DCFS and the Probation Department. Additionally, the Center worked with the Chief Executive Office's Homelessness Initiative to support co-locating Youth Coordinated Entry System (CES) housing navigators in one DCFS regional office per SPA.

To promote these three initiatives and help the housing, child-welfare, and juvenile-justice systems better understand each other, the Center—along with LAHSA and United Way of Greater Los Angeles—convened a "design day" on November 30, 2017, during which attendees brainstormed more intentionally about how their systems could be better integrated and aligned to support our youth. Systems leaders reconvened on February 22, 2018, for a 90-day check-in, and plan to come together in October for a final celebration and reflection.

- **TAY Self Sufficiency Workgroup** In partnership with the OCP, the Chief Executive Office (CEO) is leading a workgroup composed of various County Departments to address the Board's August 22, 2017, motion focused on TAY self-sufficiency. The motion calls for this workgroup to examine existing efforts as a basis for a cohesive, multi-year countywide

strategy to support the self-sufficiency goals of transition-aged foster and probation youth at the earliest stages possible. The Center continues to participate in this effort by attending workgroup meetings as well as assisting the OCP in engaging the philanthropic community and other community partners that currently have TAY-related projects, resources, and services already in place.

- **Parks After Dark Pilot Partnership with the City of Los Angeles's Gang Reduction Youth Diversion Program** As previously reported, the Center successfully brokered a partnership between Parks After Dark, the Department of Public Health (DPH), and the City of Los Angeles's Gang Reduction and Youth Diversion (GRYD) program to bring GRYD's evidence-based infrastructure to two County parks (Jesse Owens and Ted Watkins) during the summer of 2017. The Los Angeles County Department of Parks and Recreation (Parks), DPH, and the GRYD office were pleased with the program and found the partnership a resounding success.

Last fall, the Center brought funders together to discuss the potential for bringing "lessons learned" from this experience to create more intentional partnerships in the future. We continue to work with Parks, DPH, and the Mayor's Fund of Los Angeles to explore these opportunities, as well as to expand the gang-intervention program in 2018.

Cross-Sector Initiatives

- **The New Beginnings Conference** has been an annual event focused on issues related to both the dependency and delinquency courts for attorneys, advocates, and others working in the juvenile-justice and child-welfare fields. In the past, the event typically had over 800 attendees, a variety of break-out sessions, and distinguished keynote speakers. It did not take place for a number of years, but under the leadership of the OCP and other partners, it is scheduled to occur again in spring of 2018.

The Center participates in the conference-planning process along with representatives from the Children's Court, OCP, DCFS, California State University Los Angeles, the Probation Department, the District Attorney's and Public Defender's office, and others. We are currently reaching out to private-sector partners to support this important opportunity for collaboration and joint learning.

- **Courthouse Mural Project** The Center is working with DCFS to bring private-sector partners to a celebration and unveiling of murals being developed for the Edelman's Children's Courthouse, which are scheduled to be finished in late April 2018.

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 these 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. The collaborative's next meeting is scheduled for March 19, 2018, and will focus on efforts to strengthen families to prevent them from entering the child welfare system in the first place.

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 focused on solving youth homelessness and on bringing private- and public-sector funders together to tackle specific areas, such as education, parenting teens, and crossover youth. Our February 14, 2018, meeting focused on trauma-informed care and bringing a trauma-informed lens to grantmaking. We continue to expand this learning table by involving new partners (both public and private), with the goal of jointly funding youth-specific initiatives. The subgroup's next meeting is scheduled for April 11, 2018; it meets 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. We met on January 25, 2018, and highlighted partnerships with DCFS, Probation, and DMH; we plan to meet again in midsummer.

Center's Initiatives To Date

Since our November 2017 report, the Center has helped to bring together five funded joint initiatives involving four County Departments, LAHSA, LACDC, LACOE, First 5 LA, the ECC, and eight private-sector partners, with a total of \$256,000 invested from the private sector, \$70,000 from First 5 LA, and \$80,000 from the County. (Since its inception, the Center has been a part of developing a total of 21 funded joint initiatives involving nine County Departments, LAHSA, LACDC, LACOE, First 5 LA, and 24 private-sector partners with a total of \$2.8 million invested, \$1.57 million from the private sector, \$511,000 from First 5 LA, and the remainder from the County.)

We are grateful to see our partners achieve their shared goal of improving outcomes for vulnerable children and families. Many hands are part of securing these investments and making these partnerships possible. In some places the Center plays a large role and in others a supporting role. We strive to help where we can and to lift up and connect the work of others. As always, each of the joint initiatives represents more than funds invested; it represents relationships built and trust established for work still ahead of us. We feel privileged to engage in these efforts with our public and private partners on behalf of children and families throughout Los Angeles County.