



SACHI A. HAMAI
Interim Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

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September 23, 2015

To: Supervisor Michael D. Antonovich, Mayor
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From: Sachi A. Hamai 
Interim Chief Executive Officer

OPTIONS FOR ESTABLISHING A PHILANTHROPY LIAISON IN THE OFFICE OF CHILD PROTECTION

On June 16, 2015, this Board instructed the Interim Director of the Office of Child Protection (OCP) to work with the Interim Chief Executive Officer (CEO) to:

1. Collaborate with Southern California Grantmakers (SCG) to develop options for establishing a philanthropy liaison position within OCP, as well as necessary support for that position;
2. Identify funding for this initiative through a combination of philanthropic donations and County resources, with the County share from the Provisional Financing Unit (PFU) for implementing Blue Ribbon Commission recommendations; and
3. Report back to the Board within 60 days with estimated costs and timeframes for implementing said options and transfer the County share of funding.

The OCP has worked with the Southern California Grantmakers (SCG) to develop a plan responsive to the Board's motion and submits for your consideration the following proposal to establish a philanthropy liaison position within OCP.

"To Enrich Lives Through Effective And Caring Service"

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Background

The final report of the Blue Ribbon Commission on Child Protection (BRCCP) recommended that the County establish a closer working relationship with the philanthropic community to help improve the child protection system, noting that the Director of the OCP “. . . should reach out to the philanthropic community and build strategic partnerships to help improve the child protection system. . . The power of public-private partnerships has been under-utilized by the County to date and should be an important strategy for improving services.”¹

The recommendations presented by the BRCCP were widely supported by a coalition of private funders. These philanthropists have subsequently come together to form the Foster Care Funders Collaborative under the leadership of SCG, a regional association representing over 200 grantmakers that builds relationships between the private and public sectors and enhances the impact of individual and collaborative projects for the public good.

The SCG Funders Collaborative is specifically interested in identifying ways in which they can work with Los Angeles County to improve outcomes for our most vulnerable children and families. On June 1, 2015, the Board received a letter signed by Christine Essel, President and CEO of SCG, and Fred Ali, President and CEO of the Weingart Foundation, proposing that the Board consider establishing a philanthropy liaison within the OCP. Under this proposal, the salary of the liaison, as well as the salaries of support staff, would be equally funded by the County and philanthropy for three years. Should the Board elect to establish the philanthropy liaison as a permanent part of County government, after the three year period, all costs associated with the liaison would be borne by the County.

As described in the Board's June 16, 2015 motion, the Philanthropy Liaison would:

1. Facilitate ongoing cooperation and partnership between philanthropy and County agencies engaged with children and families, including: the Departments of Public Health, Mental Health, Health Services, Children and Family Services, Public Social Services, Sheriff, and Probation, as well as the Los Angeles Office of Education, First 5 LA, Los Angeles Homeless Services Authority, and various commissions;
2. Develop a shared agenda for joint initiatives to ensure the health and well-being of children within Los Angeles County;

¹ *The Road to Safety for Our Children*. Final Report of the Los Angeles County Blue Ribbon Commission on Child Protection. (Apr. 18, 2014. p. 13.)

3. Coordinate with LA n Sync and advocate for and work toward increased national philanthropic and federal funding support for Los Angeles County; and
4. Proactively link nonprofit leaders and organizations to the work of the OCP.

The OCP, working closely with SCG and philanthropic leadership (OCP-SCG workgroup), has developed options to establish, fund, and staff a philanthropic liaison position along with the requisite support staff.

I. Conceptual Design of the Center for Strategic Public-Private Partnerships

The philanthropy liaison and associated support staff would be housed in a newly created County organizational unit whose name signals its significance and distinct purpose in the County's organizational structure. The proposed name for the new unit is The Center for Strategic Public-Private Partnerships (Center or CSPP).

The Center should be housed in the OCP. This placement would be consistent with the Board's direction that the Center be housed within OCP and the focus of the SCG Funders Collaborative. If the Board determines that the Center should become a permanent part of County government the Board can explore, at that time, whether the Center should remain within the OCP, or be placed in another County office.

Based on a similar model established within the governmental structure of the City of Los Angeles, the County-SCG workgroup recommends that the new office be staffed by a total of three, full-time staff whose functional titles would be: Center Director; Associate Center Director; and Administrative Assistant. The Center Director and Administrative Assistant would be hired initially to establish the Center. The Associate Center Director would be hired last, after the Center is operational. The Associate Center Director and the Administrative Assistant would report to the Center Director who would, in turn, report to the OCP Director. The incumbent for each position would have several responsibilities including:

Center Director

- Work collaboratively with SCG, philanthropy, and nonprofits to plan, develop, and advance those initiatives that both the County and the philanthropic community agree upon and have the most potential to support the health and well-being of children in Los Angeles County and which otherwise align with County goals and efforts.

- Serve as a conduit for ongoing communication from philanthropy and the nonprofit sector to the County and vice-versa to aid mutual understanding, address shared concerns, and strengthen the County-philanthropy relationship.
- Link the philanthropy and nonprofit community to the work of the OCP to identify opportunities for value-added collaboration.
- Identify and work with similar local and federal efforts across the nation.

Associate Center Director

- Serve as project manager and implementer of County-SCG initiatives.
- Support the Center Director's efforts to enhance communication between the County and SCG and link philanthropy and nonprofits to the work of the County.
- Act as the County's liaison for LA n Sync.

Administrative Assistant

- Provide administrative and office support to the Center Director and Associate Center Director.
- Research and analyze philanthropic, federal, state, and other funding and partnering opportunities.
- Respond to inquiries from grantees, County departments, and other stakeholders.
- Prepare status reports, presentations, and other reports as necessary.
- Collect and analyze statistical data.
- Assist in the formulation, implementation, and administration of Center initiatives.

The Center will work closely with philanthropy, nonprofits and County Departments to identify existing initiatives and efforts, identify gaps in services and program delivery, and develop with the County those initiatives that will support the County's and philanthropy's shared mission of improving outcomes for our most vulnerable children and families. Within its three-year pilot period, and as soon as it is practical to do so, the CEO should assess the Center's effectiveness and make recommendations to the Board regarding whether the Center should be retained as a permanent part of the

County's organizational structure and whether the Center should remain within OCP or be more appropriately situated elsewhere within County government.

Recommendation

- Establish the Center within the OCP;
- Hire three full-time staff to conduct the work of the office; and
- Conduct an assessment of the Center's work as soon as it is practical to assist the Board in deciding whether the Center should become a permanent part of County government after the three-year pilot period expires.

II. Staffing Recommendation

Although the staffing discussion below focuses on the Center Director, it is equally applicable to the Associate Center Director position. The Administrative Assistant position should be a County employee.

OCP recommends hiring a consultant to serve as the Center Director. This option allows a broad search for a candidate outside of the County with demonstrated expertise in working with philanthropy and readily supports an initial time-limited employment arrangement. The Associate Center Director can be either a consultant or an existing County employee – a consultant is preferred. OCP will pursue the consultant option initially and seek to hire an employee only if no suitable consultant can be found. The Administrative Assistant should be an existing County employee.

The first step in the selection of a consultant is to develop a scope of work that clearly identifies the role, expected deliverables, and the pricing schedule. After a consultant has been interviewed and selected for the position, the County would enter into an agreement with the consultant which would delineate the role, responsibility, deliverables, and compensation of the consultant. A notice of an opportunity for a lateral transfer will be used to hire the Administrative Assistant.

Recommendation

- Hire a consultant to serve as the Center Director;
- Hire a consultant to serve as the Associate Center Director and seek a County employee only if no suitable consultant candidate can be found; and
- Hire an existing County employee (i.e., transfer) to serve as the Administrative Assistant.

III. Funding Options and Cost

In reviewing models of philanthropic offices in other jurisdictions, such as the City of Los Angeles and the State of Michigan, the OCP-SCG workgroup recommends that the County and philanthropy each contribute one-half of each position's base salary. The 50:50 ratio on the base salary would be applicable whether the Board elects to hire a consultant or temporarily transfer an existing County employee. The County would provide office space, computer equipment and other necessary support as deemed necessary and appropriate by the OCP Director. Table 1 shows the estimated cost contribution from the County and from SCG.

Table 1: Shared Cost for Consultant Team

Working Titles	Salary Range	Half of Cost Funded Each By County & Philanthropy	
		Minimum	Maximum
Center Director	\$125,000 - \$175,000	62,500	87,500
Associate Center Director	65,000 - 85,000	32,500	42,500
Administrative Assistant	48,000 - 60,000	24,000	30,000
Salary Subtotal	\$238,000 - \$320,000	\$119,000	\$160,000
Cost: training, convenings, printing, travel, publications	10,000	5,000	5,000
Total Cost	\$248,000 - \$330,000	\$124,000	\$165,000

Note: County will provide work space, supplies, office phone and other essential work implements.

Based on the responsibilities and desired characteristics of the Center Director, Associate Center Director, and Administrative Assistant, the OCP recommends that the salary range for each position be equivalent to the salary ranges identified in Table 1 above. However, actual salary placement within each range will depend on a number of factors including each candidate's qualifications, demonstrated skill level, and salary history.

The OCP has worked with the CEO's Compensation and Classification Division (Comp/Class) to discuss the proposed salary ranges for each position. For any position that will be filled by a County employee during the three-year pilot period, the Comp/Class Division recommends that the OCP submit a duty statement to enable Comp/Class to conduct an analysis of the proposed salary range. As such, no duty statement need be submitted for the Center Director since this position will be filled by a consultant. It is unlikely that a duty statement is needed for the Associate Center Director position since OCP will look to a consultant to fill this position. However, out of an abundance of precaution, OCP will submit a duty statement for the Associate Center Director. Finally, OCP will submit a duty statement for the Administrative Assistant position. In the unlikely event that CEO Comp/Class recommended salary range exceeds the proposed OCP salary range by more than 15 percent, OCP will provide notice to this Board and, barring instructions to do otherwise, will hire within the CEO Comp/Class recommended salary range.

SCG will be the fiscal agent for the philanthropy-supported costs of the Center. Per the Board's June 16, 2015 motion, the County's shared cost the PFU account established for the purpose of implementing the BRCCP recommendations will be used to support the Center during the initial implementation period. If the Board elects to make the Center a permanent part of County government, the OCP recommends that funding be shared by the County departments identified in the Board's June 16, 2015 motion, and other departments as appropriate.

Recommendation

- Hire all Center staff within the salary ranges proposed above;
- Should CEO Comp/Class recommend a higher salary range, hire within the recommended salary range after giving notice to the Board;
- Enter into a shared funding agreement with the SCG;
- Enter into consultant agreements for the Center Director and Associate Center Director positions; and
- Share funding costs among County Departments if the Center should become a permanent part of the County's structure.

IV. Timeframes for Staffing the Center for Strategic Public-Private Partnerships

OCP estimates that the Center can be operationalized within 90 days of receiving direction from the Board to do so. All Board offices will be invited to participate in the interviewing process for the Center Director. The list below identifies the necessary steps that must be taken and authority provided in order to operationalize the Center.

Next Steps

In order to proceed with establishing and operationalizing the Center, several tasks must be completed as follows:

- The Center must be established within the OCP;
- OCP must enter into a funding agreement with SCG for the purposes described in this report, not to exceed the maximum amount of the County's shared contribution for funding the salaries of the Center Director, Associate Center Director, and Administrative Assistant and other identified costs;
- The OCP may need authority to enter into a funding agreement with consultant(s) for the purposes described in this report, not to exceed the maximum amount of the County's shared contribution for funding the salaries of the Center Director, and/or the Associate Center Director;
- OCP will request ordinance authority to hire the Administrative Assistant;
- The CEO requires authority to move a sufficient amount of funding out of the PFU account to cover the County's share of cost; and

Within 90 days of hiring the Center Director, the OCP will submit a draft report to the Board identifying joint, preliminary, OCP-philanthropy initiatives to seek input and feedback on the proposed initiatives.

Each Supervisor
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If you have any questions on this report, please contact Fesia Davenport at (213) 974-1186, or by email at fdavenport@ceo.lacounty.gov.

SAH:FD
VD:ljp

- c: Executive Office, Board of Supervisors
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- District Attorney
- Health Services
- Mental Health
- Parks and Recreation
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- Sheriff