



# COUNTY OF LOS ANGELES OFFICE OF CHILD PROTECTION

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August 31, 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, as well as on February 28 and May 31, 2018. Attached is a follow-up on its progress since this last date. Some highlights of the update are the Center's having:

- Secured \$316,000 in private-sector support to aid in the Department of Children and Family Services' (DCFS) efforts to clear a backlog of families seeking approval to care for children in out-of-home placement, and to streamline its approval process going forward. DCFS has committed up to a further \$400,000.
- Secured \$892,000 from The Ahmanson Foundation to completely fund the renovations necessary to transform the Probation Department's Camp Gonzales, recently closed, into to an open-campus residential vocational education training center with direct pathways to meaningful and stable employment.
- Secured \$225,000 in funding from First 5 LA and the Blue Shield Foundation of California for intensive consultant support to the Department of Mental Health (DMH) as that agency connects its Mental Health Services Act-Prevention and Early Intervention funding to the Office of Child Protection's prevention efforts.

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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](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:ESC:eih

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## Director's Report Center for Strategic Public-Private Partnerships August 2018

The Center for Strategic Public-Private Partnerships is pleased to present this update on our work since our May 2018 report. We are grateful for the continued support of our public and private partners; our home in the County at the Office of Child Protection (OCP); and our private-sector home and fiscal sponsor, Southern California Grantmakers.<sup>1</sup> We are also grateful to the many County departments and private-sector partners that have collaborated on the joint initiatives described below. We are proud of the work we have done together.

Since our last quarterly report, we continue to nurture and develop a number of joint initiatives 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**

- **Resource Family Approval Backlog and System Improvements** Earlier in the year, DCFS asked the Center to find private-sector partners to support its efforts to clear a backlog of families seeking approval to care for children in out-of-home placement, and to help the agency streamline its approval process going forward. A Second Chance Inc., a national-expert organization already working with DCFS to train relative caregivers, was identified as having the skills and capacity to do just that. As reported in the May 2018 Director's Report, the Ralph M. Parsons Foundation committed \$100,000 to this effort. Since then, the Rose Hills Foundation, First 5 LA, the Reissa Foundation, the Carl and Roberta Deutsch Foundation, and the Pritzker Foster Care Initiative have also invested, bringing total private-sector support to \$316,000; DCFS has committed up to a further \$400,000.
- **Online Referral for Home Visiting** In response to the Board of Supervisors' motion of December 20, 2016, the County of Los Angeles is strengthening and expanding its system of perinatal and early-childhood home visiting services, as outlined in *Strengthening Home Visiting in Los Angeles County: A Plan to Improve Child, Family, and Community Well-Being* submitted to the Board of Supervisors by the Department of Public Health (DPH) and the Health Agency in July 2018. This report details significant new investments into home visiting that will make those services more accessible for families who, without this new money, would have been ineligible. County Departments and community partners who had not previously referred their clients to home visiting will now have that chance—a tremendous opportunity to change the life trajectory of thousands of kids and families.

To realize that potential, however, agencies need to find the right home visiting program for each client. The DPH plan calls for a comprehensive data and referral system, but that will

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<sup>1</sup> 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 Foundation of California; 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

take time to build. (The current referral system is paper-based and inadequate to meet the demands of additional referral pathways.) Working with DPH and the LA County Perinatal and Early Childhood Home Visitation Consortium, the Center has devised an interim online system that will be the basis for a comprehensive future system. The LA Partnership for Early Childhood Investment and the Reissa Foundation have together invested \$20,000 for this work, and we continue to seek additional partners.

- **Painted Brain Evaluation** As mentioned in our last update, the Department of Mental Health (DMH) has partnered with Painted Brain, a nonprofit organization providing group art-therapy programs, to offer those classes as a housing-retention strategy in its 11 TAY supportive housing units. DMH believes strongly in the benefits of art therapy and although counselors have anecdotal evidence of its healing potential, no formal evaluation currently demonstrates its impact. DMH's funding for the Painted Brain program requires an evaluation to justify sustaining (and potentially expanding) the program. The Center successfully secured \$22,500 in Mental Health Services Act (MHSA) funding and \$7,500 from the Carl and Roberta Deutsch Foundation to fund this evaluation, which is in progress.
- **Camp Gonzales Renovation** The Probation Department is seeking to transform Camp Gonzales, a recently closed youth detention camp, to an open-campus residential vocational education training center with direct pathways to meaningful and stable employment. It has partnered with the New Earth organization and the Anti-Recidivism Coalition (ARC) to operate a three-year pilot that will repurpose the facility into a trauma-informed residential employment and life-skills training center for 18- to 25-year-old men who have had, or are at risk of having, some type of system involvement (probation, child welfare, homelessness). The pilot will serve as a model as the County continues to repurpose detention centers and look for innovative ways to serve high-need residents.

While the County will provide program and operational costs, it cannot fund the renovations necessary to truly transform the camp into a home-like place, offering opportunity and hope for young men countywide. The Center secured \$892,000 from The Ahmanson Foundation to completely fund these renovation costs and ensure that the space becomes a trauma-informed place for youth to learn, live, and grow. The Center will continue to explore how best to bring the private sector into this effort, brainstorming employment opportunities and facilitating engagement with the nearly 20 collaborating partners committed to this project's success.

- **Summer Camp for Foster Kids** Children in foster care deserve the same enrichment experiences that other children receive, and DCFS seeks to provide them by supporting summer camp options for children in care. The Center helped develop a pilot to offer the enriching and fun experience of summer camp combined with relationship-building with college students to encourage foster youth to pursue higher education. For this pilot, UCLA UniCamp, UCLA's student-run summer camp, partnered with Happy Trails for Kids, a summer camp exclusively for children in foster care, to provide a one-week session for transition-age youth in foster care. Its programming includes not only this year's August 4 through 9 summer session, but ongoing reunion events for the more than 100 campers and counselors who participated. We are grateful to both the Johnny Carson Foundation and the Vladimir and Araxia Buckhantz Foundation for their private support of this effort, which totaled \$20,000 (DCFS is able to cover the remaining costs). We will seek additional private-sector funding to support the three reunion events throughout the year.

- **Pomona One-Day Convening to Recruit Resource Families** The Center is once again partnering with DCFS and private-sector partners for the second *Fostering Home* event, scheduled for Saturday, September 29, 2018, in Pomona. We are working closely with the Pomona regional DCFS office, as well as with faith leaders, community members, philanthropy, and Supervisor Solis' district office. This event builds on the June 2017 inaugural *Fostering Home* event in South Los Angeles, further refining the model and integrating lessons learned.

The Pomona event will offer a joint orientation with DCFS and three local foster family agencies, as well as a resource fair, break-out sessions, health screenings, and Live Scans. Additionally, this event allows us to leverage the Pomona community's existing racial disparity, disproportionality, and faith-based initiatives, furthering strengthening DCFS's relationships in that region. We have secured a total of \$25,000 in philanthropic support for this event from the Louis L. Borick Foundation, the Ralph M. Parsons Foundation, and the California Community Foundation.

- **Collective-Impact Model for Recruitment and Retention** A group of committed stakeholders, convened by the Ralph M. Parsons Foundation with support from the Center, continues to tackle obstacles to the effective recruitment and retention of resource families. After careful consideration, the group is ready to bring on a set of consultants to help deepen its work and engage additional stakeholders. We anticipate they will be formally engaged in September. The Parsons Foundation has invested \$50,000 in this effort, and we continue to seek additional partners.

## **Updates on Initiatives in Progress**

### **Prevention Efforts**

The Center has continued its work to support the OCP as it implements the County's prevention plan, and also continues to support the County's response to the Board's December 20, 2016, home visiting motion. Other prevention efforts are also underway.

- **Community-Based Mental Health Incubation Academy** On May 29, 2018, the Board of Supervisors passed a motion calling on DMH, the Chief Executive Office, the Center, and others to design and fund an Incubation Academy to build the capacity of small and mid-sized community-based organizations that have not traditionally partnered with the County to provide mental health services. The Center is working with its private-sector partners helping to shape and support this academy.
- **Family Housing Connections** We continue to work with our partners—the Los Angeles Homeless Services Authority (LAHSA), DCFS, the Community Development Commission of the County of Los Angeles (LACDC), First 5 LA, and the Chief Executive Office's Homelessness Initiative, with technical assistance from the Corporation for Supportive Housing (CSH)—to better align the housing and child welfare systems. Most recently, with significant support from CSH, this group completed a strong and competitive application for Federal Housing Vouchers for families and transition-age youth, an application requiring collaboration commitments in line with our developing action plan in this area, effectively jump-starting much of that plan. We are excited about the progress we have made and mindful that we have a long way to go. We anticipate extending both the work of CSH and the backbone consulting work in which we have engaged, and will seek partners to join us in this work.

- **Connecting the Department of Mental Health's Prevention and Early Intervention Funding to the OCP's Prevention Efforts** DMH asked the Center to seek private-sector support to continue technical assistance for operationalizing the work around MHSA Prevention and Early Intervention funding, as well as to support other prevention initiatives within the department. First 5 LA and the Blue Shield Foundation of California have invested \$225,000 so that consultant Gita Cugley Murthy can provide intensive supports to DMH. As of September 1, 2018, she transitions from her role as a consultant to the Center to focus more intensely on her services to DMH.
- **Antelope Valley** The Center and DMH are working with DCFS to support the Antelope Valley DCFS offices' annual Resource Fair on October 27, 2018. Held in conjunction with community partners, the fair reaches thousands of residents, and we hope to arrange for additional resources that will make this year's event even stronger.

We are also in the early stages of exploring long-term partnerships with DMH, DCFS, First 5 LA, other County departments, and private-sector entities to bring new opportunities to service providers in the Antelope Valley and to better connect existing resources. Our plan is to bring on a local consultant to help guide the 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 support relative caregivers and increase their numbers, as well as to bring new loving families into this system.

- **South Los Angeles Foster-Care Ministry** As previously reported, in partnership with faith leaders from five churches in South Los Angeles, the Center applied for and received \$50,000 from the Nonprofit Sustainability Initiative to explore building a foster-care ministry in South Los Angeles. Hudson & Holland Advisors, LLC, with the support of Nancy Harris, has been working with faith leaders to formalize the collaboration moving forward. Once it is built, the ministry plans 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. This group is finalizing its sustainability plan and beginning to think about a next phase of funding, including a second round of NSI support. The Center continues to participate in monthly meetings and engage with the coalition in planning next steps.

### **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 bring private-sector funding for two pilots (one in SPA 2 and the other in SPA 3) serving DCFS and Probation system-involved transition-age youth. Additionally, the Center worked with the CEO's Homelessness Initiative to support co-locating Youth Coordinated-Entry System (CES) Housing Navigators in one DCFS regional office per SPA.

The pilots are nearing completion and have already seen success. The SPA 2 pilot—focused on connecting youth eligible for Supervised Independent Living Placements (SILP) to housing—has met its goal of helping 25 youth move into secure housing. The SPA 3 pilot—focused on strengthening transition planning with DCFS—had a goal of serving 30 youth, and has nearly hit that goal. The co-location pilot is up and running in all eight SPAs, with

147 youth having been referred out of 11 offices. The Center continues to work with LAHSA and United Way of Greater Los Angeles on all three projects, and will reconvene systems leaders in October for a final celebration and reflection.

- **Youth Diversion and Development Partnership** The Center has continued working with the County's division of Youth Diversion and Development (YDD) to explore opportunities for philanthropic involvement, support, and partnership. With the help of the YDD team, we have developed and are currently seeking support for two opportunities—one focused on capacity-building for local community-based organizations, and one focused on YDD's data system. As part of these efforts, the Center hosted an intimate funders' briefing in August with six key foundations, and continues to engage in individual follow-up conversations. We also participate in YDD's Steering Committee as well as its two working groups. In addition, the Center has partnered with the Liberty Hill Foundation, which is helping to staff and lead private-sector partners in support of Boys and Men of Color, a group whose goals align closely with those of the County's youth diversion and development efforts.

## **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. At our June 28 meeting, we focused on recruitment and retention efforts for resource families, reviewing the collective-impact work, efforts to reduce the backlog of relative caregivers seeking approval, and the faith initiatives underway. Our next meeting, scheduled for November 1, will focus on transition-age youth.

### **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. At our June 19 meeting, LAHSA staff presented the 2018 youth homeless count results. We continue to enlarge this table, bringing in new private-sector partners with the goal of jointly funding youth-specific initiatives. The group's next meeting is on September 26; it plans to meet bi-monthly.

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

In conjunction with Southern California Grantmakers, the Center's funders (private and public) come together semi-annually to discuss the Center's progress to date and strategize about future directions. We met on January 25, 2018, and highlighted partnerships from across the spectrum. We plan to bring our partners together again on October 18.

## **Center's Initiatives Since May**

Since our May 2018 report, the Center has helped to bring together seven funded joint initiatives involving four County departments and 12 private-sector partners plus the State of California, with a total of \$1,233,500 invested from the private sector, \$22,500 from state MHSA funding, and \$74,500 from First 5 LA.

We are grateful to be able to help our partners achieve their shared goal of helping improve outcomes for vulnerable children and families. Many hands were part of securing these investments and making these partnerships possible. In some places, the Center played 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; each represents relationships built and trust established for work ahead of us. We feel privileged to engage in these efforts with our private-sector partners on behalf of children and families throughout Los Angeles County.