

Draft Work Plan of UCLA Luskin Capstone Project

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1. Client Information

Client: Division of Youth Diversion & Development

Main Contact Person: Taylor Schooley

2. Policy Question

How can the contracting of youth diversion providers in Los Angeles County be made more accessible, equitable, and efficient (to reflect the communities that they are serving)?

I. Background

Our client is the Los Angeles County Youth Diversion & Development division (YDD), which is a subdivision of the Los Angeles County Office of Diversion & Reentry (ODR). YDD is responsible for managing service alternatives (diversion) for youth who come in contact with law enforcement. YDD provides financial support to community based organizations (CBO's) that deliver direct diversion services to youth. YDD is currently going through a period of expansion, and will eventually become its own agency, the Department of Youth Development (DYD). This transformation is the result of a Los Angeles County [board motion](#) passed in August of 2019, directing ODR (YDD) to co-convene a Youth Justice Work Group and develop a new model for the County. The [recommendations and implementation plan](#) will be voted on at the November 24th 2020 Board of Supervisors meeting.

Due to this expansion, YDD/DYD will need to work with a larger pool of local CBOs to provide diversion services. Currently, the process to become an approved youth diversion provider in Los Angeles County is complex and stratified. CBOs must be contracted with YDD, and the contracting and disbursement process is managed through the County's Department of Health Services (DHS). While YDD has tried to be more creative and equitable with their contracting process in the past, they are still obligated to abide by many of the disbursement standards that exist in the county. Our client has identified that these standards can be especially cumbersome and challenging to meet for CBOs, who often struggle to identify stable funding streams. Our client has described this process as inaccessible, with burdensome reporting requirements, fee for service structures, and only single-year funding. Due to the onerous contracting process, many smaller, albeit effective CBOs, are locked out of accessing these public funds due to a lack of resources to procure them.

To remedy the current issues with contracting and effectively scale-up diversion services, YDD is seeking innovative solutions to improve the current contracting process, making it more

accessible, efficient, and equitable. CBOs play a crucial role in the prevention and diversion process for at risk young people, and the mission to divert youth from the justice system cannot be achieved without their participation, which requires their access to government contracting and grants.

3. Project Outline

I. Policy Question Setting

How can the contracting of youth serving CBO's in Los Angeles County be made more accessible, equitable, and efficient in order to reflect the communities that they are serving?

II. Problem Identification

Contracting needs

Currently, contracting is often inaccessible, with burdensome reporting requirements, cost reimbursement structures, and only single-year funding. Due to the onerous contracting process, many smaller, albeit effective CBOs, are locked out of accessing these public funds. This will need to be addressed in order for YDD to scale up as it transitions to DYD. (See "background" for additional context).

Our project will assist YDD in developing a more streamlined contracting process, making it more efficient and equitable in an effort to encourage greater CBO participation. To effectively scale up the contracting and grantmaking structures for the transition to DYD, the client is seeking a set of recommendations for YDD's use (short-term), as well as a set of recommendations for DYD's use (long-term). Potentially, we also hope to create (or aid in the process of creating) a partnership rubric for YDD to build upon as they collaborate with other actors through their expansion, such as schools, other nonprofits and other government agencies. Once a grant is made available, how can we create a less burdensome process to establish local partnerships and ensure that YDD can be successful in their mission of transforming the juvenile justice system?

1) Contracting & equity

What does it look like to contract equitably with youth-serving CBOs in Los Angeles County?

- Diversity (especially as it relates to representation of communities served)
 - Board of Directors
 - Staffing requirements (formerly incarcerated, prior experience, etc)
- Providing support to agencies that have previously been locked out of public funding through personalized coaching and capacity building
- Supportive program monitoring
- Accountability benchmarks
- Data reporting requirements

A - Methods of Analysis:

- Interviews
 - **Leadership/staff from CBOs who have sought contracts with the county but been denied**
 - What led to the broken down agreement
 - How many denied? Why? Ask Taylor.
 - **Leadership/staff from CBOs who have successfully procured contracts** ■
Includes YDD's current diversion contracts, as well as other youth-serving organizations contracted with the county
 - CBOs: 8 that are currently contracted w/YDD (youth):
 1. New Earth
 2. Beach Cities Juvenile Diversion
 3. Flintridge Center (Pasadena)
 4. ALMA Family Services
 5. Champions in Service
 6. California Conference for Equality and Justice (CCEJ)
 7. Soledad Enrichment Action (SEA)
 8. Asian Youth Center
 - **County agency staff**
 1. Youth Diversion and Development,
 2. Dept of Health Services
 3. BOS Justice Deputies (author of last motion)
 4. Probation (youth diversion staff working in the School-Based Supervision and Early Intervention and Diversion Program, and the Citation Diversion Program)
 - **LA County based youth justice nonprofits and organizations (Culver City Partnership)**
 - Culver City Unified Representative (School Board member?)
 - Culver City Police Chief
 - New Earth to deliver diversion services for youth.

B - Document Analysis

- Previous (old) contracts that CBOs have with other County agencies -analyze their weaknesses, strengths, scalability, and patterns in funding
- Current contracts held by YDD with diversion providers
- How successful contracts are made and developed within YDD & LA County-is there a good example?
 - How do we want to define success for DYD moving forward ? How does YDD currently define success? How do CBOs define success? How can we align these

visions so county-defined success is reflective of services provided and well-being of youth?

C - Literature Review

- Best practices in contracting/disbursement, especially pertaining to idea of reinvestment
- Contracts signed departments dealing with incarceration, seeing the history of how they developed, how they fail (have no “teeth”),
- Youth Justice Work Group report
- What agreements work and what we can learn from them.
 - Laws/Regulations that have been the determining factors : contracting requirements
- *Becoming Ms. Burton*, Susan Burton - This book has a section explaining the reasoning behind Burton’s decision to avoid county contracting in Los Angeles for her CBO

D - Spatial Analysis

- Poverty rates, educational attainment, # of household members, age of household members (Focus on the youth), unemployment rate (potentially looking at unemployment)
- Safety scores of neighborhoods that these CBOs exist in (addressing geographic disparity in funding)
- non-profit, leaders
- Using census data, and GIS models, we will analyze the demographics of particular neighborhoods and locate the corresponding nonprofits/leadership & service providers (How many providers for this #) within that correlated neighborhood, then see whether those providers are sufficient enough for the # of you who reside in those areas and whether they need additional resources

2) Reinvestment & systems change

- How can a thoughtfully designed contracting process make profound changes within the system, especially as it pertains to reinvestment of public funds from law-enforcement to community-based service providers?
- With redesigning the contracts that YDD will be using going forward, changes in the contractual agreements gives the department a baseline of how impactful they can be in the community or where they are prone to meet certain challenges.

3) Streamlining contracting processes & scalability

- How to streamline contracts and grants for YDD? Potentially getting interviews with DHS (DHS may not react well to pulling these responsibilities. Taylor could provide ppl we could interview for this).
- How to structure payment---fee for service? Is that best? Minimum payment is what they do now. What’s the best model? Ask providers. Taylor acknowledges that they have a fee for service structure. They have guaranteed money they can give away. County historically doesn't know how to do this well. They are historically most risk averse.
- How to develop/construct YDD’s own department in order to utilize their own

authority over who/what they spend money on.

4) Relationships with CBOs

How do we incentivize the relationship between schools and CBOs? Assess how and if the county awards dollars to schools each time a school contacts the Hub for intervention, or each time a school based referral is received.

A - Methods of Analysis:

- Interview:
 - LACOE (Mr.Gonzalez), Assistant Principals near the schools with arrest data, Debra Duardo (LACOE)
- Guiding Questions:
 - How should contracts soliciting County support be structured to incentivize a collaborative relationship between CBOs and Schools.
 - How can school's best collaborate with CBO's to support restorative practices and peace building opportunities as an incentive to combating expulsion, suspension, and arrests? What role can contractual agreement and oversight bodies with YDD (or potentially a nonprofit) play to incentivize schools to utilize these resources?

B - Literature Review:

- Review grant structure for programs that have been contracted through LACOE and implemented in schools (BTB?), review in-school programming for restorative practices throughout LA County (maybe compare 3 districts only: LAUSD, LBUSD, AUSD)

C- Statistical Analysis:

- Youth arrest data within .5 mile of a school (non-Sheriff's--precinct data from small cities like Baldwin Park, Alhambra, Long Beach may be helpful)

III. Policy Options Generation

- What policy tools would be feasible/suitable?: regulations, economic incentives, etc. *Methods of Analysis: TBD , potentially economic incentives.*

(Various methods including interviews with stakeholders, spatial analysis, document analysis, literature reviews, etc., would be considered.)

- How should we narrow down policy alternatives to be discussed in the next phase of policy recommendation?

Methods of Analysis: TBD

(Various methods including interviews with stakeholders, spatial analysis, document analysis, literature reviews, etc., would be considered.)

Feasibility of implementation will help to narrow down our alternatives.

IV. Policy Recommendation

- What are the appropriate criteria to assess policy options? (Political feasibility/Administrative feasibility/Cost effectiveness/Equity...)

Methods of Analysis: TBD

(Various methods including interviews with stakeholders, spatial analysis, document analysis, literature reviews, etc., would be considered.)

Equity, and administrative and political feasibility will likely be important criteria

- Which policy option is the best choice for our client?

Methods of Analysis: TBD

(Various methods including CAM, development of our own algorithm, etc., would be considered, but concrete ways for analysis will be determined after we identify specific problems.)

What question would be most feasible based off the data that is available

1) Contracting & Grants

Policy Question: How can the contracting of youth serving CBO's in Los Angeles County be made more accessible, equitable, and efficient (to reflect the communities that they are serving)?

V. Timeline

Timeline can be viewed at the following link:

https://docs.google.com/spreadsheets/d/191P-VYoUWM4e9FH_VDhwmKK9gl59IaZyx3cp_lo7c5A/edit#gid=0