

REQUEST FROM THE YOUTH DEVELOPMENT DEPARTMENT FOR THE TRANSFER OF UNAPPROPRIATED BALANCE FUNDS TO DEVELOP A CITYWIDE STRATEGIC PLAN

October 8, 2021

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BACKGROUND

In the summer of 2021, the City of Los Angeles established its first-ever Youth Development Department (YDD). As created via Ordinance No. 187125, the YDD is to serve as the central information center for the public to access youth services in the City; develop a road map for long-term youth program planning; coordinate with other City departments, regional agencies, community organizations, and youth leaders to develop a citywide three-year Youth Development Strategic Plan (Strategic Plan); advise the Mayor and the City Council to ensure efficient use of City resources on youth development and the greatest return on investment; and provide necessary staffing for the new Olivia Mitchell Youth Council. The YDD's 2021-22 budget is \$1,067,131 from the General Fund for management, administration, and program support, as well as \$300,000 in the Unappropriated Balance (UB) Fund for its Strategic Plan and a potential partnership with the Department of Recreation and Parks (RAP) to operate Youth Hubs.

Strategic Plan

The pandemic and its subsequent health and economic impact has caused great trauma and exacerbated long-standing barriers to access, equity, and justice in the City and around the world. Young people are among those who have borne a disproportionate toll, especially the most vulnerable who are low-income, housing insecure, foster, justice-involved, undocumented, disconnected from both school and employment, or at risk of community violence. At the same time, Los Angeles and communities across the U.S. and abroad are reckoning with the harms of structural racism, attempting to address the calls for racial equity and expand economic opportunity for those most historically underserved and underrepresented. Adding to the uncertainty and struggle youth endure are the accelerating shifts in globalization and technology in an increasingly competitive world. The Strategic Plan represents a citywide, data-driven opportunity to create a comprehensive and inclusive strategy for positive youth development to counteract and overcome the multitude of challenges young Angelenos face. It will serve as the blueprint for the City's future youth development initiatives, allocation of resources, and coordination efforts. It will include clear goals, objectives, and metrics to evaluate—all informed by youth and community input and developed through a trauma informed and violence prevention lens.

The development of the Strategic Plan will build on the notable progress of past and current efforts to design and implement holistic, long-term strategies for youth development and inclusion in Los Angeles. Among this progress are prior efforts by the City; existing best practices and lessons learned from other municipalities who have undertaken similar work; as well as other plans and recommendations put forward by other youth-serving stakeholders to address the root causes of youth poverty, inequity, and incarceration. These efforts include, but are not limited to, the work of the City's Executive Task Force on Youth Development, the Los Angeles Performance Partnership Pilot (LAP3), and advocacy groups like the Invest in Youth Coalition; plans developed by the L.A. County on juvenile justice reimagining, and youth development strategic planning from cities like Long Beach, Sacramento, and San Francisco; as well as multi-sector, collective-impact initiatives like Bold Vision 2028 and Promise Zones.

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The City is at a critical moment in its history when its young residents are in search of hope, support, and opportunity to navigate these uncertain and traumatic times. With the establishment of the YDD and the initiation of this strategic planning process, the City is meeting the moment—with intentionality, collaboration, equity, and a long-term vision at the heart of its youth development and engagement efforts.

RFP PROCESS

The YDD intends to issue a Request for Proposals (RFP) to identify and secure a third-party contractor that will assist the department with the development of the Strategic Plan. One or more qualified individuals or firms will be selected as the contractor(s) to assist the City in developing the Strategic Plan.

The YDD intends to release an RFP in December 2021, close submission in late January 2022, and complete the procurement process in March 2022. It is anticipated that the Strategic Plan work will commence in April 2022 and last for an eight-month period. It is anticipated a draft Strategic Plan will be ready after six months in September 2022 and the final report by the end of November 2022. The RFP will be posted on the Los Angeles Business Assistance Virtual Network (LABAVN) and will be advertised broadly.

Request for Proposals - Scope of Work Outline

The YDD will develop the RFP's scope of work, which will incorporate, at minimum:

- *A Shared Vision*: Input from elected officials, City departments, and community stakeholders, including youth and community leaders, business and philanthropy representatives, and youth-serving organizations.
- *Background Research*: Review and analysis of notable past and present City of L.A. youth development policies, plans, and recommendations; assessment of current City investments on youth; baseline data on the state of youth in the City, especially outcomes related to employment, education, housing, public safety and youth diversion, and health and mental well-being; and analysis of existing plans and best practices from other cities proving successful at improving their youth development coordination and outcomes. The research will also pinpoint specific geographic areas and populations in need of targeted interventions.
- *Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis*: Strategies to increase mobility and inclusion for young Angelenos through the assessment of the City's strengths, weaknesses, opportunities, and threats related to positive youth development as it pertains to the following, at minimum:
 - *Interdepartmental Coordination*: Roles, responsibilities, and goals for City departments and other City entities that can play a key role in youth development initiatives of the City.
 - *Interagency Alignment*: Collaboration and alignment with County counterparts, local education and workforce agencies and other regional, state, and national

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- public agencies, on policies and plans related to youth development, diversion, and the broader reimagining of public systems that serve youth.
- *Youth Engagement*: Policies and practices to increase the participation and voice of youth, particularly system-involved and underrepresented youth, in City operations and government decision-making. The contractor(s) will also detail specific strategies, trainings, and other activities for youth to directly and actively participate in the strategic planning and facilitation process.
 - *Community Engagement and Trust-Building*: Strategies for consistent and thoughtful engagement, dialogue, and collaboration with community leaders, youth-serving organizations, and advocates, including supporting the YDD with hosting a citywide youth development summit and a series of community roundtable discussions and town halls across the City for this purpose.
 - *Private and Philanthropic Sector Engagement*: Strategies and mechanisms for business and philanthropy representatives to be active, invested, and sustained partners of the YDD and the City's youth development efforts. These strategies and mechanisms would take into consideration existing practices at other key youth-serving City departments, such as RAP, Los Angeles Public Library, and Los Angeles Zoo.
 - *Youth Hub Partnerships*: Recommendations for the establishment, management, and long-term funding of a network of Youth Hubs in the City through a partnership with RAP and other youth serving organizations. The recommendations would include options for meaningful programming offered in the hubs to address pressing issues affecting youth—such as programs and activities to strengthen community safety, bridge the digital divide and achievement gap, prepare youth to be college- and career-ready, and improve the social-emotional and mental well-being of young Angelenos.
 - *Programming Efficiencies*: Recommendations for the creation, expansion, transfer, consolidation, or downsizing, if necessary, of youth programs and initiatives to streamline service delivery, improve outcomes, and maximize the return on City investments in positive youth development.
 - *Sustainability*: Resources needed to implement the Strategic Plan and recommendations for mid- to long-term funding streams for the implementation.
 - *Metrics and Accountability*: Metrics and other performance indicators that can be used to track and assess the Strategic Plan's annual progress and impact.
 - *Draft Version and Final Version of the Strategic Plan*: The selected contractor(s) will provide a draft Strategic Plan. The draft will be shared with the Mayor and the City Council, City departments, key stakeholders, and members of the public for feedback prior to being finalized. The selected contractor(s) will provide a final version of the Strategic Plan that incorporates feedback/comments received on the draft Strategic Plan.

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Eligible Applicants

Eligible applicants must be in good standing with the State of California and the City of Los Angeles. The YDD will also require: a minimum of three years assisting large municipalities with developing and implementing youth development strategies, including, but not limited, to: programs, policies and practices supporting vulnerable communities (e.g., minority, Black, Indigenous and People of Color (BIPOC), immigrant, and lesbian, gay, bi-sexual, transgender, and queer communities), youth-serving organizations, and historically underserved and underrepresented youth.

Evaluation Process and Criteria

The RFP evaluation team composed of key representatives from the City, YDD, and youth development organizations and experts, and youth will review proposals. Only proposals that meet the minimum eligible requirements and have been submitted by the deadline date and time will be reviewed by the team. Each proposal will be evaluated on its own merits for content, responsiveness, conciseness, clarity, relevance, and strict adherence to the instructions of the RFP. Each proposal will be evaluated on the following criteria:

EVALUATION CRITERIA		MAXIMUM POINTS
I. PROJECT UNDERSTANDING AND APPROACH		40 Points
1.	Proposers demonstrated understanding of the Scope of Work and the City's unique needs	20 points
2.	Proposer's methodology to meet requirements set forth in the RFP Scope of Work, including: <ul style="list-style-type: none">a. Discussion of elements necessary for completing the Strategic Planb. Discussion of approach to each task and how each deliverable will be incorporated into subsequent tasks	20 points
II. PROPOSER TEAM AND CAPACITY		30 Points
1.	Proposer's experience performing similar work	10 Points
2.	Proposer team experience and assignments	10 Points
3.	Manager and sub-contractor prior experience	10 Points
III. COST AND SCHEDULE		30 Points
1.	Task-by task fee proposal	30 Points
TOTAL POINTS		100 Points

The YDD will notify all proposers in writing of the results of the proposal evaluations. Proposers may appeal procedural issues only by submitting a letter to the YDD within five business days of receiving notification of the results of the RFP. Appeals will be considered by a three-member panel led by the Executive Director of the YDD.

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FISCAL IMPACT

The approval of these recommendations will have no additional impact to the General Fund, inasmuch as funds have been provided in the 2021-22 Unappropriated Balance for this purpose.



Lisa T. Salazar
Interim Executive Director
Youth Development Department

LTS:rc