



ANTONIO R. VILLARAIGOSA
MAYOR

November 20, 2012

Honorable Members of the City Council
c/o City Clerk
City Hall, Room 395
Los Angeles, CA 90012

Re: Request to Amend Contract with Advancement Project for Implementation of the Los Angeles Violence Intervention Training Academy (LAVITA) for the period beginning January 1, 2013 to December 31, 2013

Honorable Members:

The Mayor's Office of Gang Reduction and Youth Development (GRYD) was established in 2007 with the primary goal of reducing gang related violence by establishing evidence-based gang prevention and intervention programs in the City's most gang-plagued communities. The GRYD Office currently has twelve identified Gang Reduction and Youth Development Zones (GRYD Zones) and eight secondary areas. The Watts GRYD zone and Rampart GRYD zone have evolved into larger service areas and are referred to as the Watts Regional Strategy and the Rampart/Pico Union Regional Strategy respectively. Each GRYD zone receives funding for gang prevention services and gang intervention services that align with the Comprehensive Strategy of the office. Each of the secondary areas receives funding for either Prevention or Intervention Services; the Central area providers have overlapping service areas. As a result, the GRYD office has thirty-three contracts with twenty-one non-profit community-based organizations to provide much needed gang prevention and intervention services to youth and families impacted by gang violence. Additionally, the office has invested in research and training to supplement and support the goals of the office and the implementation of the GRYD comprehensive strategy, resulting in five additional contracts with universities, and other community partners.

In this report, we are requesting authority to extend the contract with Advancement Project for an additional twelve months in support of the Los Angeles Violence Intervention Training Academy (LAVITA). This request is supported by the FY 2012-13 Adopted Budget.

I. BACKGROUND

On September 1, 2009, the GRYD office released a request for proposals (RFP), as authorized by city council (C.F. 09-2017) to solicit one provider to coordinate and implement LAVITA for our citywide gang intervention component. In December 2009, pursuant to a competitive bid process, the Advancement Project was selected to coordinate and implement LAVITA (C.F. 09-2017) and tasked with the following primary outcome goals: 1) Create an academy that encourages life long learning of the Community Intervention Worker (CIW) in five identified areas of competency, and 2) Develop a certification process that will direct the professional development of CIWs. Funding in the amount of \$200,000 was available in the FY 2009-10 Adopted Budget. The performance period was effective for a one-year term from January 1, 2010 through December 31, 2010, with the option to renew for two additional one-year terms.

In March 2010, Advancement Project in partnership with the University of Southern California, School of Policy, Planning and Development, launched the first training class for LAVITA. The curriculum consisted of: 1) The Basic 101 Community Intervention Course (140 hours of instruction) covering a variety of violence intervention strategies designed around five areas of competency, including Direct Practice, Personal Development, Applied Theory, Broader Policy and Concrete Tasks; and 2) The Continuing Education Modules (20-25 hours of instruction) including such topics as conflict resolution, cease fire maintenance, professional supervision, gangs and intervention dynamics. 33 individuals participated in the Basic 101 course and of that 25 participants were duly certified by the Professional Standards Committee. An intervention training seminar on fund raising and organizational capacity building was held in August 2010 and attracted 21 participants. A second Basic 101 Course was held in September 2010 and enrolled a total of 32 participants, with 28 receiving certification. Also in 2010, LAVITA offered the first Summer Night Lights (SNL) training, over four full days of instruction. A total of 117 CIWs were trained.

Renewal #1 – In January 2011, the GRYD office exercised the first option to extend the contract with the Advancement Project for the period beginning January 1, 2011 to December 31, 2011. The contract amount for this period was \$200,000 and was funded by a federal grant FY 2009 Congressionally Selected Awards - City of Los Angeles Gang and Intervention and Community Policing Training Academy (C.F. 09-2017). During 2011, 54 more individuals were trained in the basic 101 course, with 42 receiving certification. 2011 was also the first time the academy introduced the advanced training seminar, which has come to be known as the “grandfather process.” Twelve individuals applied to and were accepted into the advanced seminar with 11 receiving certification. During the summer of 2011, 125 CIWs were trained in the Summer Night Lights training course.

Renewal #2 – In January 2012, the GRYD office exercised the second and final option to extend the contract with Advancement Project for the period beginning January 1, 2012 to December 31, 2012, in the amount of \$200,000 from the general fund. During the Spring of 2012, 28 individuals participated in the training with 21 receiving certification. This past summer also included two separate SNL trainings, one that was specifically geared for community intervention worker supervisors where 27 lead CIWs were trained, and the routine SNL training over four days for 125 CIWs. Additionally, In January 2012, Advancement Project initiated the planning for a restructuring of the Urban Peace Academy (UPA). The UPA falls under the platform of Urban Peace within Advancement Project, it is one of four different areas of policy that Advancement Project focuses on (the others are Educational Equity, Equity in Public Funds, and Healthy City). The mission of Urban Peace is to reduce and prevent community violence, making poor neighborhoods safer so that children can learn, families can thrive and communities can prosper. The trainings and initiatives funded through the GRYD office related to community intervention work are a part of the Urban Peace Academy. This restructure serves to strengthen curriculum, engage alumni, increase instructor capacity, and broaden overall support for the Academy training. As part of the process, the Curriculum Development Workgroup (CDW) and the Women's Intervention Workgroup were disbanded. The new structure is composed of the management team, Professional Standards Committee (PSC), Advisory Council (AC), and two curriculum subcommittees focused on personal development and direct practice. An additional two subcommittees, Organizing/Sustainability and Women's Intervention, will be developed in the future.

The PSC will continue with its screening and disciplinary role, including setting policy standards for gang intervention. The AC will focus on instructor capacity development, leadership, and professionalism. The goal of the AC is to nurture intervention's role within the larger violence reduction effort and to incorporate the AC members into the entry-level training as co-instructors. The curriculum subcommittees will be charged with strengthening existing training curriculum by integrating teams of practitioners and professionals and ultimately creating a curriculum standards committee. Existing instructors, AC members, and UPA Alumni will be recruited and vetted to participate in curriculum subcommittees.

During the Spring 2012 LAVITA session, as part of the restructuring process, AP began to lay the groundwork for the development of curriculum subcommittees composed of practitioners and professionals. Four small workgroups made up of new and returning instructors met separately during the spring session to plan and develop curriculum for their respective courses. The following courses were revised in order to strengthen curriculum and incorporate new instructors: Post Traumatic Stress Disorder, Lesbian Gay Bisexual Transgender Questioning (LGBTQ) Studies, Mediation/Conflict Resolution, and Community Crisis Intervention.

Prior to the start of the Spring session, AP worked with GRYD staff to incorporate more of the L.A. GRYD Comprehensive Model in the LAVITA training platform. GRYD staff instructed four classes for a total of 15 hours. Classes on the GRYD Comprehensive Strategy, Family Based Services, Crisis Response Protocol and Administrative/ Reporting/ Phone Protocol were offered.

II. ACCOMPLISHMENTS

In summary, during the course of the three years that LAVITA has existed, it has certified 131 community intervention workers in the extensive basic 101 course, providing a standardized certification to work toward the goal of professionalizing the field of intervention work. LAVITA has also trained twenty veteran CIWs, certifying 11 (8 in progress), and provided continuing education courses and Summer Night Lights trainings annually. In the Spring of 2012, the UPA, the umbrella which LAVITA falls under, re-structured to align more closely with the goals and objectives of the GRYD comprehensive strategy. This Fall, LAVITA has continued its accelerated seminar for seasoned intervention workers who surpassed entry-level training; this accelerated course currently has eight members enrolled. Moving forward, GRYD would like the training academy to: (1) align even more closely with the GRYD comprehensive strategy with more time spent on implementing genograms with clients and their families (2) place more of a focus on SNL training within the basic and accelerated courses, (3) assist veteran intervention workers in training the younger generation of CIWs and finally (4) spend additional time training CIWs on how to combat cyber-banging. As social networking sites have become more prolific, gang members have started using sites such as YouTube, Facebook, MySpace and Twitter to propagate their gang activity. This can be seen with most gangs having facebook accounts, photos are posted of gang members throwing gang signs, and depictions of their tagging/graffiti. Additionally, YouTube videos for example can become viral very quickly and can be very difficult to contain. It has rapidly become another media used to gang bang.

In 2007, Advancement Project released: *A Call to Action: The Case for Comprehensive Solutions to L.A.'s Gang Epidemic*. This report was a true impetus for the creation of the Mayor's GRYD. Since being selected through a public procurement process in 2009, Advancement Project has been responsible for the implementation of LAVITA. Through this three year partnership, Advancement Project and GRYD have developed a community intervention worker certification curriculum through this innovative partnership the likes of which do not exist elsewhere in the country. This curriculum has developed simultaneously with the development and implementation of the GRYD comprehensive strategy and intervention model of practice. Due to the history of the relationship, LAVITA and Advancement Project possess a professional expertise in the GRYD comprehensive strategy and model of practice that can not be matched by any other agency through a public procurement process. Also, due to their commitment to this cause, the UPA supplements the funding of the GRYD office to further the work beyond what the contract allows. Therefore, our office requests authority to extend the contract with Advancement Project beyond the terms originally approved, as public

procurement would not be in the best interest of the City of Los Angeles or the work on the ground.

III. RECOMMENDATIONS

It is THEREFORE requested that the City Council:

1. **AUTHORIZE** the Mayor, or designee to negotiate and execute a third contract amendment with the Advancement Project (Contract #116646) for the term beginning January 1, 2013 to December 31, 2013, in an amount up to and not to exceed \$200,000 from the General Fund, subject to approval of the City Attorney, as to form and legality, and compliance with City Contract Requirements.
2. **AUTHORIZE** the Mayor or designee, to prepare Controller's instructions and/or make technical adjustments that may be required to implement the actions approved by the Mayor and the Council on this matter, subject to the approval of the City Administrative Officer, and authorize the Controller to implement these instructions.

IV. FISCAL IMPACT STATEMENT

Funding for the proposed contractor addressed in this report has already been approved in the FY 2012-2013 Adopted Budget. The recommendations in this report comply with City Financial Policies in that the proposed funding is balanced against established revenue approved in previous Council actions. All funding is subject to the availability of funding determinations by Mayor and Council.

Very truly yours,


ANTONIO R. VILLARAIGOSA
Mayor

ARV:tc

Attachment: Draft Amendment #3 to Contract # 116646 with Advancement Project

CITY OF LOS ANGELES

THIRD AMENDMENT

Agreement No.: 116646
Amendment No.: 3
Project Title: Los Angeles Violence Intervention Training Academy
Contractor: The Advancement Project
Doing Business As: N/A
Type of Organization: Non-Profit
Corporate Number:

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THIRD AMENDMENT

TO AGREEMENT NUMBER C116646 OF CITY OF LOS ANGELES CONTRACTS

BETWEEN THE CITY OF LOS ANGELES
AND
THE ADVANCEMENT PROJECT

RELATED TO THE LOS ANGELES INTERVENTION TRAINING ACADEMY

THIS THIRD AMENDMENT to Agreement Number C116646 of City of Los Angeles contracts is made and entered into by and between the City of Los Angeles, hereinafter referred to as the City and The Advancement Project, a California nonprofit corporation, hereinafter referred to as the Contractor.

RECITALS

WHEREAS, the City and Contractor have entered into Agreement Number C116646 with an effective date of January 1, 2010, wherein Contractor agreed to provide to the City with gang intervention training services, said Agreement having a term of January 1, 2010 through December 31, 2012 (the "Agreement"); and

WHEREAS, §705 of the Agreement provides for amendments to the Agreement; and

WHEREAS, in authorizing the negotiation and execution of the Agreement, the City Council approved the option to renew the term of the Agreement for two additional one-year terms (C.F. # 11-0984-S2 , dated November 16, 2011); and

WHEREAS, the City Council has authorized the Mayor's Office of Gang Reduction and Youth Development to be responsible for administering and monitoring the City's gang prevention and intervention programs; and

WHEREAS, the City and Contractor are desirous of amending the Agreement as authorized by the City Council and the Mayor which authorized negotiation and execution of an amendment to the Agreement for the purpose of:

- a) Adding additional funds in the amount of two hundred thousand dollars (\$200,000.00)
- b) Adding an additional twelve (12) months to the existing term of the Agreement for a new ending date of December 31, 2013;
- c) Updating the "Services to be Provided by the Contractor" for the twelve (12) month extension period;
- d) Updating the "Payment" section for the twelve (12) month extension period;
- e) Updating the "Return of Unexpended Funds and Closeouts" section for activities to be completed by Contractor during this extension period.

WHEREAS, this Third Amendment is necessary and proper to continue and/or complete certain activities authorized under the Agreement.

NOW, THEREFORE, the City and the Contractor agree that the Agreement be amended effective January 1, 2013 as follows:

AMENDMENT

§1. Section 201, Time of Performance shall be amended to read The term of this Agreement shall be from January 1, 2010 to December 31, 2013.

§2. Section 202, Services to be Provided by the Contractor, shall be amended to read:

§202. . Scope of Services to be Provided by the Contractor:

PROJECT STRUCTURE

The City's Los Angeles Violence Intervention Training Academy (LAVITA) shall be a part of the Advancement Project (AP) Urban Peace program, which includes other training components, policy and research development, and technical assistance delivery based on comprehensive violence reduction efforts. As with all programs at the AP, Urban Peace, and by extension, LAVITA, is subject to the oversight of the AP Co-Directors and Board of Directors. Operationally, LAVITA shall include the following entities:

A. Executive Advisory Committee

The Executive Advisory Committee exists to provide guidance and advice in the overall development of the Academy and to facilitate private-public partnerships. Membership is by invitation only, is non-compensated and was established during contract year one. Future invitations to participate will be issued by the EAC based on consensus. The EAC will meet twice in a 12 month period. Meetings will take place in May and October, 2013.

B. Management Team

AP Management Team consists of AP staff, and two consultants. The role of this team is to provide both strategic oversight and day to day management of all facets of the Academy including convening of the Professional Standards Committee (PSC), Curriculum Development Workgroup (CDW) and Executive Advisory Committee (EAC), and is responsible for fiscal management and fund development. Management team consists of two consultants needed to adequately manage the classroom, provide student support and at times guidance counseling.

- **Connie Rice, Co-Director of Advancement Project**, shall provide strategic oversight and manage public-private partnerships. Ms. Rice is a renowned civil rights attorney with a 20 year track record as an advocate for social justice. She was the principal investigator for the Rampart Reconsidered report, embraced by Chief Bratton as a cornerstone of LAPD's transformation, and for the 2007 AP report, "A Call to Action", widely referenced by on-going initiatives to reduce gang violence locally and nationally.

- **Susan Lee, Director of Urban Peace**, shall provide overall program oversight including staff supervision, consultant and fiscal management and fund development. Ms. Lee will also provide curriculum development in areas of applied theory and broader policy issues as necessary. An attorney with over 15 years of experience in non-profit management, she is the co-author of "A Call to Action", and various needs assessments conducted for the City and County.
- **Academy Manager** shall serve as the program manager and oversee operation of all Academy sessions, including participation in all CDW, PSC and EAC meetings.
- **Coalition Organizer** shall provide operational and policy support to the program manager ensuring smooth operation of sessions, maintaining accurate records and documentation, and providing administrative support to the CDW, PSC and EAC.
- **Consultant to AP** shall support curriculum development, classroom management and provide student support services.
- **Consultant to AP** shall support curriculum development, classroom management, and facilitate communication and engagement with gang intervention agencies.

C. Professional Standards Committee

The Professional Standards Committee (PSC) consists of gang intervention experts with widely accepted credibility and street level expertise. AP will convene the PSC Committee but will not have a standing vote. The group is responsible for screening all applicants to the Academy, enforcing the code of conduct, administering the oral exam for certification, providing feedback to the curriculum workgroup, and ensuring the development of best practices based on the evolution of the field locally and nationally. Criteria for selection include:

- Minimum of five (5) prong one gang intervention services as detailed in the Community-Based Gang Intervention Two-Prong Approach.
- Minimum of five years of continuous street level gang intervention experience.
- Must have previous gang intervention training with certification from a reputable program for at least five years.
- Commitment to serve on the PSC for a minimum of two years.
- New PSC and non-certified members are to commit to participate in the Accelerated Seminar in Fall 2013.
- Knowledge of GRYD intervention practices.
- A list of all applicants, receiving funding from the GRYD Office, will be provided to the City for review, prior to acceptance into the class.

The first two groups of members were selected by AP based on their years of experience as gang intervention practitioners, their credibility among current gang intervention practitioners, and their particular expertise vis a vis a specific area of intervention work or a geographic region. In 2013, additional members will be recruited to the PSC in order to bolster the committee's membership. Measures have been established to prevent agency loyalty and bias from affecting the process. Recruitment of new members will be initiated

only after consensus has been reached among the PSC. A new member will only be accepted after an oral interview with the majority of the PSC members. Membership is not transferable (e.g., to a co-worker). First year PSC members will receive a stipend of \$1200 and members with more than one year of experience will receive a stipend of \$2000 per year based upon a signed agreement which is incorporated herein as a part of the budget support documentation.

D. Curriculum Development Workgroup

The Curriculum Development Workgroup (CDW) consists of experienced gang intervention practitioners who have demonstrated exceptional expertise in a specific subject matter relevant for professionalization of gang intervention including, but not limited to, the topics covered by AP's basic 101 curriculum. Members must demonstrate proven ability to train gang intervention workers and others. In consultation with the AP Management team, the CDW is responsible for development of all curricula taught, recruitment, evaluation and retention of instructors, and on-going assessment of the curriculum for relevance to the evolving field of gang intervention.

CDW members provide expertise in Personal Development, Applied Theory and Broader Policy Issues. Additional members will continue to be recruited by the CDW after a consensus has been reached among the CDW regarding the need for additional members and member qualification. Faculty members of USC will review the curriculum for certification purposes and will also offer input to ensure best integration of research based literature into the curriculum. GRYD staff will also review the curriculum and provide input to ensure that GRYD practice and protocols are included. The CDW will at all times maintain a majority of gang intervention practitioners. Second and third year members of CDW receive an annual stipend of \$1500 and first year members will receive an annual stipend of \$1200, based upon a signed agreement which is incorporated herein as a part of the budget support documentation.

1. Women Intervention Workgroup

The Women Intervention Workgroup (WIW) consists of women with specific expertise on issues affecting females in gang. Their purpose is to develop curriculum unique to the experiences of women in gangs and those affected by violence to broaden the understanding of female participation in gang culture. The WIW meets monthly to plan and develop curriculum and is a subset of the CDW who both meet prior to each training session to evaluate curriculum for the Academy. The WIW have developed trainings on Females in Gangs and Victims Services and plan on including curriculum addressing the nexus between gangs and domestic violence.

E. Partnerships

As advisors to the proposed Academy, law enforcement shall provide valuable input on the work of gang intervention as it relates specifically to crisis response and protocol for interaction with law enforcement.

AP's academic partner is the University of Southern California School of Policy, Planning and Development (USC SPPD). Although no academic units will be provided, USC SPPD

will provide certificates of completion and has committed to co-developing courses and helping to strengthen teaching skills of intervention instructors.

The Academy will also be enriched by AP's continuing and active role in the County Regional Gang Violence Reduction Initiative, led by Chief Executive Officer Bill Fujioka, which includes all County departments. Through this work, AP is assisting the County in its exploration of the role of gang intervention in County areas and hopes to advocate for a regional training platform.

F. Staffing and Instructor Recruitment

The Academy manager is the primary lead on the project, supported by one full-time staff member, two executive level staff and two consultants who bring high levels of management capacity. The project staff can also rely on three additional policy analysts and one administrative coordinator within the AP Urban Peace team should there be a need due to a special event or an absence. GRYD will also be asked for input on Instructor selection as they have worked closely with many of the gang intervention practitioners and have observed their practice on the ground.

AP's ability to recruit quality instructors will rely on the diverse and broad partnerships with gang intervention agencies, law enforcement, academic institutions and community based organizations (see Partnership section). AP is establishing partnerships with the USC School of Social Work in the area of PTSD and gang members, with subject matter experts such as Girls & Gangs on specific topics and expects to continue to seek out similar partnerships in areas such as immigration, Asian gangs, and various advanced courses. Instructors will also receive support from AP in tailoring their presentation to meet the unique needs of the gang intervention practitioner community.

G. Evaluation

Surveys or pre/post tests shall be administered to all LAVITA participants by an outside evaluator at the beginning of each semester (i.e., no later than the third week of classes) and at the end of each semester (i.e., no sooner than the three weeks prior to the end of the LAVITA). These surveys or pre/post tests will be administered per developments with the GRYD Office related to curriculum and the intervention model. Additionally, GRYD evaluators will conduct the June 2013 post-session focus groups as well as all other post-session focus groups held during fiscal year 2013-14. GRYD staff will not observe these focus groups unless LAVITA employees are also invited to participate. AP will keep a master list and outcomes of all participants. This information shall be sent to GRYD Evaluators and the GRYD office at the completion of each semester.

Each semester, AP shall have access to the raw data from the survey for the purposes of internal improvements of the training program. AP may not publish or distribute results from the data until the GRYD office publicly releases its Year End Evaluation Report.

II. WORKPLAN

A. Activities and Services

In the third year of LAVITA, one session of Basic 101 will be offered in February of 2013. Basic 101 is for entry level workers. In late Spring 2013, a Summer Night Lights Training will be provided for those workers identified by the GRYD Office for work during the summer violence reduction initiative. One session of an Accelerated Seminar will also be offered in the Fall. The Seminar is for workers who are deemed by the Professional Standards Committee to have adequate street-level gang intervention experience, five years of certification (with accompanying documentation) from a reputable gang intervention training, letters of recommendation, and a solid track record in upholding the Standards of Practice and Conduct to warrant waiver of the Basic 101 requirement (see D. Accelerated Seminar / "Grandfather Process" below).

B. Enrollment Interview by Professional Standards Committee

The GRYD Office will provide a list of all intervention workers that are currently being contracted via funding by the City of Los Angeles and in need of training. GRYD contracted intervention workers will receive priority enrollment to participate in the 101 and Accelerated Sessions. All potential students will be asked to fill out an application form and participate in an oral interview with the Professional Standards Committee. Any worker who meets the PSC waiver criteria will be invited to participate in the Accelerated Seminar. All others will be enrolled in the Basic 101 session. As in prior years, those without any certification will be prioritized for the Basic 101 sessions.

C. Basic 101 Course

AP will provide one session of the basic 101 course during the 12 month period of the contract. The session will start in February, pending City contracting processes, and will end in May; the Summer Night Lights Training will start in May and the Fall Accelerated Seminar will last between September and December. Classes for the 101 course will meet twice a week, Tuesday and Thursday (pending site availability), for 5 hours per day for a total of 10 hours per week. Each session will consist of 140 hours of instruction in total. Final exit interviews and written exams will be conducted for each participant after the completion of the course. Below is a breakdown of instruction hours across the Five Areas of Competency, as identified by the City:

- ***Orientation – 5 hours***
Provide overview of the entire course and expectations regarding standards of conduct, review course requirements and expectations, and develop group agreements. Conduct group activity to familiarize students with each other, instructors and administrators.
- ***Direct Practice – 62 hours***
Objective: To teach basic skills and knowledge necessary for entry level gang intervention workers with specific do's and don'ts in the street as well as in working with community based and government partners. Covers topics of females in gangs, victims services, license to operate, mediation/conflict resolution, community crisis intervention, intervention organizing, creating ceasefires and understandings, school based intervention, hospital intervention, reentry/prison nexus, fire department and law enforcement dynamics, Proactive

peace-making activities and GRYD Crisis Response and Case Management protocols.

- ***Personal Development – 35 hours***

Objective: To enhance understanding of professionalism and code of conduct among entry level gang intervention workers as well as to create opportunities for personal insight that will foster self-reflection and growth. Covers recent case studies, intervention workers' roles and responsibilities, ethics, professionalism, leadership, Post Traumatic Stress Disorder, healing/reflection and spirituality, and reflection activity.

- ***Applied Theory – 25 hours***

Objective: To enhance understanding of the theory that supports the proactive peace building and collaboration oriented practice of gang intervention as well as the challenges to the work resulting from community dynamics. Covers a basic overview of public health model of violence reduction, history of gangs and gang intervention, immigration, ethnic dynamics and application of gang intervention standards; an overview of GRYD Comprehensive Strategy, and the purpose of strength based genograms will also be taught.

- ***Concrete Tasks – 7 hours***

Objective: To increase concrete skills needed to satisfactorily complete administrative tasks associated with gang intervention. Covers basic organization administration concepts, budget and finance tools, program evaluation, proper documentation, and communication protocols (e.g., GRYD forms and reporting requirements, use of smart phones, LAPD RACR etiquette, etc.).

- ***Broader Policy Initiatives – 6 hours***

Objective: To enhance understanding of the policy and legal context of gang intervention. Covers Request For Proposals (RFP), funding streams, and legal liability.

In addition to fulfilling the Five Areas of Competency laid out by the City, the curriculum is designed to maximize learning by ensuring that each class builds upon the lessons learned in previous classes. For example, all of the Personal Development classes are at the beginning of the course to engage students in the process of mindset transformation and to set clear expectations about their conduct during the rest of the course. The standards of conduct introduced in these early weeks will be reinforced through consistent classroom management and enforcement of group rules.

The Applied Theory concept helps to provide a broader framework for the lessons learned in Direct Practice. Then, the practical skills taught are linked to the theoretical framework through a class on application of gang intervention standards which provides the conceptual reasoning behind some of the Direct Practice elements such as Creating Ceasefires and Understandings. Finally, when the students are most ready, administrative and concrete tasks are introduced towards the end of the course, reinforcing the lessons learned on professionalism that began at the beginning of the course.

GRYD shall help identify instructors to provide training on its Comprehensive Strategy, Crisis Response protocols, and Case Management (including strength based Genograms) as it relates to intervention work. In addition, GRYD forms, reports, documentation and communication via smart phones will be also be reviewed by GRYD identified instructors so that direct practice and theory will be consistent with the contractual requirements of GRYD contracted community intervention workers and the need for evaluation will be clearly delineated.

The maximum number of students per session shall be 30. The Academy manager and management team shall outreach to all GRYD contracted gang intervention agencies during the planning phase of the project to explain the curriculum and the structure of the Academy.

Students shall fulfill the following in order to successfully complete the course:

- Attendance record with no more than 3 excused or unexcused absences. Arrival 30 minutes after class start time shall be considered an unexcused absence.
- Classroom participation with consistent compliance with group agreements and standards of conduct. Consistent disruptive behavior and/or non-compliance with standards of conduct may lead to progressive disciplinary action that will include a verbal warning; a written warning with specific corrective actions to be completed within a specified time period; and finally expulsion if satisfactory improvement is not made.
- Satisfactory increase in knowledge as evaluated through a pre and post written test
- Passing the final exit interview which shall be administered by the Professional Standards Committee.

In order to accurately capture classroom dynamics and student participation, the AP program manager, policy analyst and consultants will rotate so that at least two staff members are always present in the classroom. This staffing shall allow for note taking on classroom participation in coordination with the instructor(s) of the day. In addition, staff and consultants shall assist with classroom management and address issues that may arise.

Upon successful completion of all requirements, students shall receive certification of completion. Due to the time constraints required for university approval processes, no academic units will be awarded for the students.

D. Accelerated Seminar or “Grandfather Process”

The Accelerated Seminar is designed for "grandfather" candidates who are approved by the PSC and meet ALL four of the criteria outlined below in order to be assessed by the Professional Standards Committee (PSC):

- Applicants must be actively involved in providing a minimum of five (5) prong one gang intervention services as detailed in the Community-Based Gang Intervention Two-Prong Approach.
- Applicants must have a minimum of five years of continuous street level gang intervention experience.
- Applicants must have previous gang intervention training with certification from a reputable program for at least five years.
- Applicants must submit a total of three letters of recommendation: One from the applicant's agency, a community stakeholder for whom services were provided and a character reference. Letters must be received by the PSC prior to final notification of decision.

The seminar is offered once in 2013. The session shall occur in late September to December 2013. The format will be a seminar with a subject matter expert facilitating each session. The topics to be covered may include but not be limited to:

1. Advanced Conflict Resolution
2. Maintaining a Ceasefire/Understanding
3. Emergency Room Based Intervention
4. Professional Supervision and Staff Management
5. Managing Collaboration with Law Enforcement
6. Prison Dynamics
7. Legal Liability
8. Ethnic Dynamics
9. Women & Gangs
10. GRYD Comprehensive Strategy
11. GRYD Crisis Response Protocols
12. Proactive Peace-keeping and Community Engagement
13. Criminal Justice Policy Advocacy

To successfully complete the course, each participant shall be required to complete a research project on one of the seminar topics and present the findings to the group in an oral presentation. The GRYD Office shall assist the AP in identifying instructors that have successfully and effectively demonstrated a track record of GRYD practices in the field. For example, the sessions on Proactive peace-keeping and Community Engagement will be taught by instructors that have demonstrated effective strategies in the course of their work with GRYD.

E. Summer Night Lights Intervention Training

Summer Violence Reduction Strategies, a 48 hour course on providing gang intervention services in and around public spaces (e.g., parks, schools, housing developments) shall be conducted to ensure safe spaces for community youth and their families. This course will be offered in May in preparation of the launch of Summer Night Lights and other similar programs and will serve approximately 150 intervention workers (75 per day) and other relevant personnel.

AP shall create and deliver a gang intervention training component to contracted agencies to provide gang intervention services for the Summer Night Lights (SNL) program. AP shall be responsible for ensuring that the curriculum provided to gang intervention participants is reflective of the GRYD comprehensive strategy and embraces the underlying philosophy of the SNL program, which is to positively engage both potential victims and perpetrators of violence. The training will address the components of the SNL program which are: 1. Extended Hours and Programming, 2. Youth Squad, 3. Community Intervention, 4. Law Enforcement and Community Engagement. In addition, the training will focus on effective pre-SNL community engagement (for example, pro-active peace keeping & street outreach, establishing and maintaining dialogue & agreements), facilitation of violence reduction programming, and a community transition plan post SNL reflective of continued violence reduction strategies and programming.

The contractor shall provide 48 hours of training curriculum divided into 6 days; two - 8 hour sessions of training for designated Lead Community Intervention Workers (CIW):

Course curriculum shall include but is not limited to:

1. Overview of GRYD Comprehensive Strategy (facilitated by GRYD staff)
2. Leadership Roles and Responsibilities
3. Professionalism
4. Community Collaboration
5. Effective Communication Skills
6. Intervention Standards of Ethics and Conduct
7. Site Management
8. Facilitation of Violence Reduction Programming for Gang Involved Youth and Adults
9. Law Enforcement Engagement
10. Pre and post SNL Community Engagement
11. Transitioning the Community Post SNL
12. Pro Active Peace Keeping
13. Mediation and Conflict Resolution
14. License to Operate.

III. SCOPE OF SERVICES

A. Planning Activities

B. Recruit, screen and enroll students

- Screen all GRYD intervention workers who meet the PSC waiver criteria for possible participation in Accelerated Seminar

- Convene Curriculum Development Workgroup, Professional Standards Committee, Executive Advisory Committee and/or other groups as necessary during the planning phase and if directed by the GRYD office.
- Convene and/or participate in other groups relevant to the primary focus of the Los Angeles Violence Intervention Training Academy as requested by the GRYD office.
- Outreach to GRYD contracted agencies
- Secure and prepare Academy site

C. Spring Basic 101

- Enroll students
- Conduct a 140 hour class between February and May, 2013. Classes shall be offered twice a week, 5-hours a day for a total of 10 hours a week
- Total instruction hours break down into Five Areas of Competency
- Administer Pre/Post Test and Exit Interview
- Provide certification for students successfully completing all course requirements
- Administer Class Evaluation Survey
- Conduct two post session focus groups

D. Accelerated Seminar

- Enroll students
- One 40-hour seminar to be offered in September-November, 2013
- Provide certification for students successfully completing all course requirements.
- Administer Class Evaluation Survey

D. Training, Reporting and Documentation

- Enroll students provided by GRYD SNL Office
- Committee Coordination
- Convene Executive Advisory Committee on a semi-annual basis
- Convene Professional Standards Committee on a monthly basis and as needed
- Convene Curriculum Development Workgroup on a monthly basis and as needed
- Convene Women Intervention Workgroup on a monthly basis and as needed
- Reporting & Documentation:

Maintain and perform quarterly review of records for each student that tracks their progress from the time of their application to the completion of course. The records for each student shall include: application, record of pre-admittance oral interview; attendance records tracking excused and unexcused absences and tardies; records of in-classroom participation; any records of disciplinary actions taken including copies of written warnings issued and corresponding corrective action plan and any subsequent actions taken by the Professional Standards Committee; results of the final exit interview; and copy of certification, if successful.

- Submit a 6 month progress report and 12 month final report to the GRYD office.

- Attend all City Council meetings as directed by the GRYD office to provide updates on the coordination and implementation of LAVITA.

§3 Section 301.A.1., Compensation and Method of Payment, shall be amended to read:

§301. A. The City shall pay to the Contractor an amount not to exceed two hundred thousand Dollars (\$200,000.00) for the complete and satisfactory performance of the terms of this Agreement for the period January 1, 2013 through December 31, 2013. The following compensation is the total of the planned expenditures for the period(s) indicated, as set forth by the City approved Budget Summary and Expenditure Plan, with funding schedule as follows:

Funding Period	Funding Amount
1/1/2013 – 12/31/13	\$200,000.00

Contractor's authority to expend such funds shall be for specific time periods as set forth in this Agreement. Contractor's right to receive compensation is conditioned upon compliance with the City's indemnification and insurance requirements, satisfactory performance, and compliance with this Agreement.

§4 Section 307, Return of Unexpended Funds and Closeouts, shall be amended to read:

Contractor shall complete the closeout procedures outlined in the GRYD Fiscal Manual and those listed below:

§307.1. Prepare and submit by February 15, 2014 (or 30 days from any early termination date of this Agreement) a complete and accurate final closeout and report in accordance with any close-out directions given to the Contractor by the City for the original term of this agreement and any subsequent amendments; Contractor will pay the City for any disbursed funds not used.

§307.2. Contractor shall comply with any and all City Directives issued detailing additional closeout procedures.

§5 Except as herein amended, all terms and conditions of the Agreement, including all certifications and exhibits previously executed, shall remain in full force and effect in the time periods specified therein.

§6 This Amendment is executed in three (3) duplicate originals, each of which is deemed to be an original. This Amendment includes fourteen (13) pages that constitute the entire understanding and Agreement of the parties.

IN WITNESS WHEREOF, the City of Los Angeles and the Contractor have caused this Agreement to be executed by their duly authorized representatives.

APPROVED AS TO FORM AND LEGALITY:
CARMEN TRUTANICH, City Attorney

Executed this _____ day of _____, 2012

By _____
Deputy/Assistant City Attorney

For: THE CITY OF LOS ANGELES

Date _____

ATTEST:

JUNE LAGMAY, City Clerk

By: _____
ANTONIO R. VILLARAIGOSA
Mayor

By _____
Deputy City Clerk

Executed this _____ day of _____, 2012

Date _____

For: _____
A California nonprofit corporation

(Contractor's Corporate Seal)

By: _____
Print Name:
Title:

By _____
Print Name:
Title:

City Business License Number: 0002107912-0001-1
Internal Revenue Service Number: 95-4835230
Council File/CAO File Number Date of approval:
Said Agreement is Number C116646 of City Contracts, Amendment Number 3