



ANTONIO R. VILLARAIGOSA
MAYOR

January 24, 2013

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

Re: Request to Accept a \$1,500,000.00 Grant Award from the Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention, United States Department of Justice, in Support of 2012 PB-FX-K003, Community-Based Violence Prevention Demonstration Program, for the period October 1, 2012 to September 30, 2015

Honorable Members:

The Mayor's Office of Gang Reduction and Youth Development (GRYD Office) responded to an Office of Juvenile Justice and Delinquency Prevention (OJJDP) Notice of Funding Availability (NOFA) authorized by the Department of Justice Appropriations Act, 2012, Public Law 112-55. Identified as, OJJDP FY 2012 Community-Based Violence Prevention Demonstration Program (CFDA #16.123), the NOFA was released on March 14, 2012 with an application due date of May 1, 2012. The GRYD Office submitted an application in the amount of \$1,500,000.00 for Proyecto Palabra, "Word of Honor," and received notice in September, 2012 confirming its award. The GRYD Office respectfully requests that the City of Los Angeles (the City) accept the award in the amount of \$1,500,000.00 for the three-year period, October 1, 2012 – September 30, 2015.

I. Background: Community-Based Violence Prevention Demonstration Program, titled, Proyecto Palabra (Word of Honor and ability to exert influence)

The purpose of this OJJDP funding is to support federal, state, and local partnerships that replicate proven multi-disciplinary, community-based strategies to reduce violence. Successful applicant proposals were responsive to a significant crime and violence problem affecting youth, and demonstrated a jurisdictions' capacity to implement its comprehensive, evidence-based, community-based violence prevention strategy, with an intervention targeting high-risk activities and behaviors of a small number of carefully

selected members of the community who are likely to be involved in violent activities, specifically gang and gun violence. The GRYD Office was successful in meeting these requirements and in proposing interventions based on the GRYD Strategy and Model of Practice (SMP) that will support capacity building within specific communities to facilitate partner agency efforts to exercise formal and informal social controls which measurably influence community-based violence.

The City proposes to reduce violence by 15% in Los Angeles' most densely populated GRYD Zone, Rampart, by implementing Proyecto Palabra. In addition, the funding is to provide and respond to technical assistance requests, particularly regarding developing best practice protocols. This funding also requires the GRYD Office and staff to plan and implement trainings to build regional capacity to develop community-based gang intervention strategies to be utilized by agencies and constituents addressing risk factors and relational networks of the gangs of focus. While a match was not required, a \$900,000 in-kind prevention contract for the Rampart GRYD Zone was acknowledged by the GRYD Office as a match, and as an integrated component of its evidence-based/data-driven strategy, to further demonstrate the effectiveness of the GRYD SMP and strengthen the competitiveness of the award which was secured at the maximum level of \$1,500,000.00; the range being \$250,000 to 1.5 million dollars.

This grant and the ensuing project will train and activate an intervention team equipped to concentrate on the relational networks of two of the most active gangs considered to be "headquartered" in the Rampart GRYD Zone, but that recruit throughout the City and internationally and have established the widest transnational relational networks. As has been the practice of the GRYD Office, specific reference to specific gangs, while not typical, remains in the proposal component of this transmittal. By selecting the Rampart GRYD Zone on which to focus, the City is able to address gang-related violence that was in 2007, responsible for 26.8% of all violent crimes in the GRYD Zone.

Approximately 75,000 residents reside in, and 13 Los Angeles Police Department (LAPD) reporting districts are located in the Rampart Zone's 1.75 square miles. Based on GRYD Incident reports between 2007 and 2012, GRYD staff responded to 2,229 gang related incidents, 394 of which were in the Rampart GRYD Zone. Young residents in the Rampart Zone are the majority of victims of violent crimes, 57% of whom were under 25 years of age. GRYD Intervention Results highlight a 30% reduction in overall gang crime, a 42.8% reduction in gang-related shots fired, a 34.8% reduction in gang-related homicides, and a 33% reduction in shooting victims. Proyecto Palabra can serve as a critical pathway to reducing violence, by contracting with an experienced intervention provider to deploy the Intervention GRYD SMP.

II. Sole Source Requests

Proyecto Palabra came to fruition as a result of a series of eighteen months of relationship building and constructing a training model to provide technical assistance to community-based organizational leadership whose agencies and constituencies are

impacted by the local violence and transnational relationships involving the gangs of focus of Proyecto Palabra. The GRYD Office proposes, through the attached Grant Adjustment Notice, to sole source the Intervention Contract to Public Health Foundation Enterprises, Inc./Aztecs Rising (PHFE/Aztecs Rising) which has been successful and efficient in servicing GRYD contract requirements for Intervention Services in the Rampart GRYD Zone. The GRYD Office, in its original submission, identified Los Angeles Conservation Corps (LACC) as an outstanding sole source contractor for Proyecto Palabra due to its (a) resounding and historic involvement with youth development, (b) the reach of its statewide network, (c) its exceptional performance history hiring and engaging highly at-risk youth, (d) the alacrity with which it hires and processes youth Summer Night Lights (SNL) applications, (e) the immediacy with which it can commence managing and acting upon the contract requirements and (f) its infrastructure, size and stability at the helm to proficiently implement the breadth of service requirements from violence interruption to negotiating SNL related cease-fire agreements, to technical assistance, community education campaign and facilitating peacekeeping agreements. However, PHFE/Aztecs Rising has equal experience, proficiency, and success in this regard, and in addition, (i) has a historic tenure negotiating ceasefire agreements in the Rampart GRYD Zone, (ii) has extensive experience working specifically with the Mexican and Salvadoran communities which are the focus of gang membership pertaining to Proyecto Palabra, (iii) PHFE/Aztecs Rising is a community based agency located in the Rampart GRYD Zone, (iv) PHFE is a highly regarded fiscal agent with over 40 years of specialized experience supporting non-profits with a capacity to fulfill specialized contracts and scopes of work, (v) PHFE has an administrative rate significantly less than LACC, which enables additional resources to be expended on the program, and (vi) PHFE/Aztecs Rising is uniquely qualified to manage and finesse the dynamics of El Salvadoran/Mexican gang interventions of a regional and transnational nature which significantly impact the Rampart GRYD Zone. It typically takes 4-6 months to execute a formal procurement process, and the GRYD Office strives to implement this contract, which commenced on October 1, 2012, in a timely manner. PHFE/Aztecs Rising is uniquely qualified to deliver the scope of activities and services related to this Cooperative Agreement.

The rationale for requesting a sole source Intervention contract within its proposal is that the GRYD Office was aware of the rapid turn-around time to commence the project, the significance and importance of timely completion of deliverables, and its confidence in the strength of the proposed contractor that can be responsive to the multidimensional components of the scope of services. Since the proposal was submitted, Aztecs Rising utilized the fiscal sponsorship of PHFE, which positioned the agency as the superior agency to fulfill this unique scope of work. The GRYD Office does not typically focus on specific gangs, yet this focus and response to this need, made the GRYD Office proposal exceptionally strong. The GRYD Office is three-months into the contract timeline and is experiencing an urgent need to commence contract operations, and will move forward in its request to City Council to approve PHFE/Aztecs Rising as the sole source Intervention Contractor.

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In addition, the GRYD Office requests approval from the City to award a sole source contract for The Advancement Project to provide peacekeeping, Los Angeles Violence Intervention Training Academy (LAVITA) Advanced Training to the Community Intervention Workers who will be hired to fulfill Intervention responsibilities, and to provide an assessment of methods and volume of unreported extortions of businesses in the Rampart GRYD Zone. The Advancement Project is uniquely qualified to fulfill both components of this aspect of the Proyecto Palabra scope of work. The Advancement Project is the founding development agency for LAVITA, and continues to provide exemplary peacekeeping training, delivered by individuals deeply experienced in the subject matter. The Advancement Project has over a decade of experience assisting communities nationwide, through public education campaigns and trainings to address violence, suppression and intimidation; therefore the Advancement Project is uniquely poised to assess methods and levels of extortion within the context of gang-related violence in the Rampart GRYD Zone. It is a one-year contract because the resource priorities for the grant, and the need for the GRYD Office to respond according to intervention priorities commensurate with the NOFA objectives deem a year of assessment in this regard as sufficient.

Under the terms of this Cooperative Agreement, the GRYD Office will:

- (a) enter into a Sole Source Contract with PHFE/Aztecs Rising to serve as the community based agency contractor responsible for implementing the comprehensive gang intervention component of the GRYD Model in the Rampart GRYD Zone;
- (b) enter into a Sole Source Contract with The Advancement Project to provide basic and advanced Los Angeles Violence Intervention Training Academy Certification to program and contractor staff, and to conduct a GRYD Zone assessment to understand any levels or characteristics of gang-related business extortion;
- (c) provide technical assistance, training, and services to partners and contractors which ensure program delivery in alignment with the attached Proyecto Palabra Program Timeline and Intervention Contractor Scope of Work;
- (d) provide technical assistance regarding best practices and lessons learned from community-based partners and OJJDP initiatives;
- (e) provide technical assistance to program stakeholders pertaining to intervention and prevention program capacity building and use of GRYD SMP tools and techniques;
- (f) establish a Community of Practice between the city of Los Angeles and regional partners, with a focus on partner agencies whose constituents are impacted by dominant gangs in the Rampart GRYD Zone; and
- (g) support city to city exchanges, briefings, meetings, trainings, and best practices.

III. Project Implementation and Contract Management

Staffing: The GRYD office will staff Proyecto Palabra with one 100% Full-Time Equivalent Regional Manager (RM). The RM will serve as the Gang Intervention Supervisor for Proyecto Palabra. He or She will oversee the work of all members of

Team Palabra, including the Gang Intervention Workers and Case Managers. S/he will monitor and ensure that intervention strategies are carried out effectively. The RM will serve as the direct contact between Team Palabra members, partners, and stakeholders including LAPD, project contractors, and El Salvador counterparts. The RM will report to the GRYD Associate Director. One 10% FTE Accountant will provide financial and fiscal support services to the Proyecto Palabra contract. Under the supervision of the Associate Director, the Accountant will perform duties related to financial management, including monitoring and paying contractor invoices and ensuring compliance with the GRYD financial procedures.

The Proyecto Palabra team will provide two city-wide proactive peacemaking activities per year focusing involving the gangs and agency constituencies of focus. In addition, and not duplicative of its existing contract in the Rampart GRYD Zone, PHFE/Aztecs Rising will provide family-based case management services to 50 active gang members ages 14-25, and will provide self-differentiation evaluation through the embeddedness scale to all 50 case managed clients and submit data to the GRYD database. The team will also facilitate nine GRYD Community Education Campaigns at each Rampart GRYD Zone school, and will support efforts to ensure the success of the one-year assessment of methods and volume of unreported extortions of businesses in the Rampart GRYD Zone in collaboration with The Advancement Project.

Evaluation: Proyecto Palabra will be evaluated in the same manner, and under the same processes, by the GRYD Office evaluation contractor providing said services in a FY 2012-2013 approved contract, with the option to extend for up to three additional twelve month terms. Clients being served by the Proyecto Palabra contract will be served by PHFE/Aztecs Rising according to the GRYD Model Intervention Scope of Work.

IV. Budget

CONTRACTOR				
(1) Public Health Foundation Enterprises, Inc. / Aztecs Rising: Sole Source				
Role	No. of Personnel	Salary	Benefits	Total
Gang Intervention Workers	6	\$35,000 annual salary x 6 GIW's = \$210,000	\$210,000 x 20% = \$42,000	\$252,000 per year x 3 years = \$756,000
Case Managers	2	\$40,000 annual salary x 2 Case Managers = \$80,000	\$80,000 x 20% = \$16,000	\$96,000 per year x 3 years = \$288,000
Total Personnel Costs:				\$1,044,000.00
Indirect Cost (9%):				\$93,960.00
Total Contract with PHFE, Inc./Aztecs Rising:				\$1,137,960.00

CONTRACTOR				
(2) ADVANCEMENT PROJECT				
Role	No. of Personnel	Contract Services	Contract Term	Total
Training, Assessment & Evaluation	Consult Team	LAVITA Trainings Assessment of Extortion in Rampart	One Year	\$50,000

The table below indicates how GRYD staff funds are allocated:

SALARIES				
Name/Position	Grant Funds	General Funds		Total Cost
		City Match	Non-City Match	
Regional Manager	\$64,310 Annual Salary @ 100% = \$64,310 X 3 years = \$192,930			\$192,930
Accountant	\$60,907 Annual Salary @ 10% = \$6,090 X 3 years = \$18,272			\$18,272
Total Salaries:				\$211,202

FRINGE BENEFITS				
Name/Position	Grant Funds	General Funds		Total Cost
		City Match	Non-City Match	
Regional Manager	\$64,310 Annual Salary X 100% X 35.33% X 3 years = \$68,162			\$68,162
Accountant	\$60,907 Annual Salary X 10% X 35.33% X 3 years = \$6,455			\$6,455
Total Fringe Benefits:				\$74,617

TRAVEL				
	Grant Funds	General Funds		Total Cost
		City Match	Non-City Match	
One OJJDP 3-day National training in Washington D.C.	Airfare; 3 roundtrip Airplane tickets X \$600 X 3 staff = \$1,800			\$1,800
	Lodging; 1 room/night @ \$200/night X 3 staff X 3 nights = \$1,800			\$1,800

	Transportation to and From airport; \$50/staff X 3 staff = \$150			\$150
	Per Diem; \$60/day X 3 days X 3 staff = \$540			\$540
Total Travel:				\$4,290

SUPPLIES				
	Grant Funds	General Funds		Total Cost
		City Match	Non-City Match	
Office supplies needed to meet project deliverables	\$76.11 per month X 12 months X 3 years = \$2,740			\$2,740
Program Supplies; Community Action Team	\$100 per month X 12 months X 3 years = \$3,600			\$3,600
Laptop Computer	1 Dell Laptop Computer @ \$1,300			\$1,300
Software	1 Adobe and 1 Microsoft Office License = \$440			\$440
Printer	1 HP Laserjet P160 Printer = \$200			\$200
Total Supplies:				\$8,280

OTHER COSTS				
	Grant Funds	General Funds		Total Cost
		City Match	Non-City Match	
Cell phone and accessories	\$76.11 per month X 12 months X 3 years = \$2,740			\$2,740
Cell phone plan	\$100 per month X 12 months X 3 years = \$3,600			\$3,600
Gang Intervention Gear	Six Jackets @ \$55 each = \$330 Six Polo Shirts @ \$38.50 each = \$230 86 Backpacks @ \$40 each = \$3,440			\$4,001
Community Events & Peacekeeping Activities	\$400/event X 4 events Per year X 3 years = \$4,800			\$4,800
Data Collection Maps	1 HP Laserjet P160 Printer = \$200			\$200
Skype & Social Media	\$15 per month X			\$450

Communications	30 months = \$450			
Total Supplies:				\$13,651

Total Federal Grant: \$1,500,000
Total City Match: \$900,000

V. RECOMMENDATIONS

The Office of Gang Reduction and Youth Development (GRYD Office) respectfully recommends that the City Council:

1. Authorize the Mayor, or designee, to retroactively accept the 2012 Community-Based Violence Prevention Demonstration Program for the Proyecto Palabra, "Word of Honor" Project in the amount of \$1,500,000.00 and execute the Grant Award Agreement #2012-PB-FX-K003 from the U.S. Department of Justice (DOJ), Office of Juvenile Justice and Delinquency Prevention (OJJDP), for a performance period of three years effective October 1, 2012 through September 30, 2015, and submit any other necessary agreements and documents relative to the grant award, subject to the review of the City Attorney as to form and legality.
2. AUTHORIZE the Mayor, or his designee, to negotiate and execute a sole source contract with Public Health Foundation Enterprises, Inc./Aztecs Rising to provide gang intervention and other services in support of the Proyecto Palabra project, for the period beginning January 1, 2013 to September 30, 2015 and for an amount not to exceed \$1,137,960, from federal grant No. 2012-PB-FX-K003, Fund No. XXX, subject to approval of the City Attorney, as to form and legality and compliance with City contracting requirements.
3. AUTHORIZE the Mayor, or his designee, to negotiate and execute a sole source contract with Advancement Project to provide gang intervention training and a needs assessment in support of the Proyecto Palabra project, for the period beginning January 1, 2013 to June 30, 2014 and for an amount not to exceed \$50,000, from federal grant No. 2012-PB-FX-K003, Fund No. XXX, subject to approval of the City Attorney, as to form and legality and compliance with City contracting requirements.
4. AUTHORIZE the Controller to:
 - a. APPROVE the grant budget and authorize the Mayor, or designee, to expend the grant award in accordance with the approved budget.

- b. ESTABLISH a new fund entitled 2012 Community-Based Violence Prevention Demonstration Grant Fund No. XXX, Department 46; recognize a receivable in the amount of \$1,500,000; expend funds upon presentation and proper demand from the Mayor, or designee, and establish appropriation accounts as follows:

<u>ACCOUNT NO.</u>	<u>ACCOUNT TITLE</u>	<u>AMOUNT</u>
46J146	Mayor Salaries	\$ 211,202
46J299	Related Costs	\$ 74,617
46J213	Travel	\$ 4,290
46J304	Contractual	\$1,187,960
46J601	Office and Administration	\$ 8,280
46J602	Other-Cellular phones/plans CIW gear, community events and peacekeeping activities, social media communication/technical assistance, and maps	\$ 13,651
Total:		\$1,500,000

- c. Upon submission of proper documentation, transfer up to \$95,272 from the 2012 Community-Based Violence Prevention Demonstration Grant Fund XXX, Department 46 as follows:

FROM:

Fund/Dept	Account No.	Account Name	Amount
XXX/46	J146	Salaries – Mayor's Office	\$70,400
XXX/46	J299	Related Costs	24,872
Total:			<u>\$95,272</u>

TO:

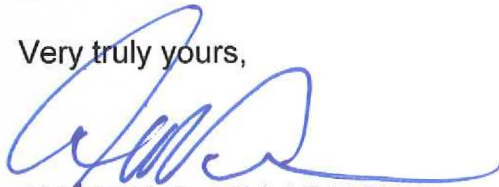
Fund/Dept	Account No.	Account Name	Amount
100/46	001020	Salaries Grant Reimbursed	\$70,400
100/46	5346	Related Cost Reimbursement	24,872
Total:			<u>\$95,272</u>

5. AUTHORIZE the Mayor, or designee, to prepare any Controller instructions and/or make technical adjustments that may be required to implement the actions approved by the Mayor and Council on this matter, subject to the approval of the City Administrative Officer and authorize the Controller to implement these instructions.

FISCAL IMPACT STATEMENT

The GRYD Office does not anticipate any additional fiscal burdens. Although the federal grant does not require a 100% match, the GRYD Office has designated a Prevention Contract match of \$900,000 in its approved application to demonstrate the strength of the GRYD SMP implementation. All funding is subject to the availability of grant funds and funding determinations by Mayor and Council.

Very truly yours,



ANTONIO R. VILLARAIGOSA
Mayor

ARV: pse

Attachments

1. FY-12 Community-Based Violence Prevention Demonstration Program – Notice of Award
2. FY-12 Project Application: Program Narrative, Budget, Staff, Timeline, Logic Model and Application Letters of Support
3. FY-12 Community-Based Violence Prevention Demonstration Program – Intervention Agency Scope of Work Template
4. OJJDP 2012-PB-FX-K003 Grant Adjustment Notice

**Attachment 1: Award Letter
2012 – PB – FX – K003**

**Office of Juvenile Justice and Delinquency Prevention
Community-Based Violence Prevention
Demonstration Program**



Department of Justice
Office of Justice Programs
**Office of Juvenile Justice and
Delinquency Prevention**

Cooperative Agreement

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1. RECIPIENT NAME AND ADDRESS (Including Zip Code) City of Los Angeles 200 North Spring Street SW Mezzanine, Room M175 Los Angeles, CA 90012-4801		4. AWARD NUMBER: 2012-PB-FX-K003	
		5. PROJECT PERIOD: FROM 10/01/2012 TO 09/30/2015 BUDGET PERIOD: FROM 10/01/2012 TO 09/30/2015	
1A. GRANTEE IRS/VENDOR NO. 956000735		6. AWARD DATE 08/29/2012	7. ACTION Initial
		8. SUPPLEMENT NUMBER 00	
		9. PREVIOUS AWARD AMOUNT	\$ 0
3. PROJECT TITLE Proyecto Palabra - "Word of Honor" Project		10. AMOUNT OF THIS AWARD	\$ 1,500,000
		11. TOTAL AWARD	\$ 1,500,000
12. SPECIAL CONDITIONS THE ABOVE GRANT PROJECT IS APPROVED SUBJECT TO SUCH CONDITIONS OR LIMITATIONS AS ARE SET FORTH ON THE ATTACHED PAGE(S).			
13. STATUTORY AUTHORITY FOR GRANT This project is supported under FY12 (OJJDP CBVP) Pub. L. 112-55, 125 Stat. 552, 617			
15. METHOD OF PAYMENT GPRS			
AGENCY APPROVAL		GRANTEE ACCEPTANCE	
16. TYPED NAME AND TITLE OF APPROVING OFFICIAL Mary Lou Leary Acting Assistant Attorney General		18. TYPED NAME AND TITLE OF AUTHORIZED GRANTEE OFFICIAL Guillermo Cespedes Deputy Mayor	
17. SIGNATURE OF APPROVING OFFICIAL 		19. SIGNATURE OF AUTHORIZED RECIPIENT OFFICIAL 	19A. DATE 09/04/12
AGENCY USE ONLY			
20. ACCOUNTING CLASSIFICATION CODES FISCAL FUND BUD. DIV. YEAR CODE ACT. OFC. REG. SUB. POMS AMOUNT X F PB 70 00 00 1500000		21. LPBTGT0206	

OJP FORM 4000/2 (REV. 5-87) PREVIOUS EDITIONS ARE OBSOLETE.

OJP FORM 4000/2 (REV. 4-88)



Department of Justice
Office of Justice Programs
**Office of Juvenile Justice and
Delinquency Prevention**

**AWARD CONTINUATION
SHEET**
Cooperative Agreement

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PROJECT NUMBER 2012-PB-FX-K003

AWARD DATE 08/29/2012

SPECIAL CONDITIONS

1. The recipient agrees to comply with the financial and administrative requirements set forth in the current edition of the Office of Justice Programs (OJP) Financial Guide.
2. The recipient acknowledges that failure to submit an acceptable Equal Employment Opportunity Plan (if recipient is required to submit one pursuant to 28 C.F.R. Section 42.302), that is approved by the Office for Civil Rights, is a violation of its Certified Assurances and may result in suspension or termination of funding, until such time as the recipient is in compliance.
3. The recipient agrees to comply with the organizational audit requirements of OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations, and further understands and agrees that funds may be withheld, or other related requirements may be imposed, if outstanding audit issues (if any) from OMB Circular A-133 audits (and any other audits of OJP grant funds) are not satisfactorily and promptly addressed, as further described in the current edition of the OJP Financial Guide.
4. Recipient understands and agrees that it cannot use any federal funds, either directly or indirectly, in support of the enactment, repeal, modification or adoption of any law, regulation or policy, at any level of government, without the express prior written approval of OJP.
5. The recipient must promptly refer to the DOJ OIG any credible evidence that a principal, employee, agent, contractor, subgrantee, subcontractor, or other person has either 1) submitted a false claim for grant funds under the False Claims Act; or 2) committed a criminal or civil violation of laws pertaining to fraud, conflict of interest, bribery, gratuity, or similar misconduct involving grant funds. This condition also applies to any subrecipients. Potential fraud, waste, abuse, or misconduct should be reported to the OIG by -

mail:

Office of the Inspector General
U.S. Department of Justice
Investigations Division
950 Pennsylvania Avenue, N.W.
Room 4706
Washington, DC 20530

e-mail: oig.hotline@usdoj.gov

hotline: (contact information in English and Spanish): (800) 869-4499

or hotline fax: (202) 616-9881

Additional information is available from the DOJ OIG website at www.usdoj.gov/oig.

6. Recipient understands and agrees that it cannot use any federal funds, either directly or indirectly, in support of any contract or subaward to either the Association of Community Organizations for Reform Now (ACORN) or its subsidiaries, without the express prior written approval of OJP.
7. The recipient agrees to comply with any additional requirements that may be imposed during the grant performance period if the agency determines that the recipient is a high-risk grantee. Cf. 28 C.F.R. parts 66, 70.



Department of Justice
Office of Justice Programs
**Office of Juvenile Justice and
Delinquency Prevention**

**AWARD CONTINUATION
SHEET**
Cooperative Agreement

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PROJECT NUMBER 2012-PB-FX-K003

AWARD DATE 08/29/2012

SPECIAL CONDITIONS

8. The recipient agrees to comply with applicable requirements regarding Central Contractor Registration (CCR) and applicable restrictions on subawards to first-tier subrecipients that do not acquire and provide a Data Universal Numbering System (DUNS) number. The details of recipient obligations are posted on the Office of Justice Programs web site at <http://www.ojp.gov/funding/ccr.htm> (Award condition: Central Contractor Registration and Universal Identifier Requirements), and are incorporated by reference here. This special condition does not apply to an award to an individual who received the award as a natural person (i.e., unrelated to any business or non-profit organization that he or she may own or operate in his or her name).
9. Pursuant to Executive Order 13513, "Federal Leadership on Reducing Text Messaging While Driving," 74 Fed. Reg. 51225 (October 1, 2009), the Department encourages recipients and sub recipients to adopt and enforce policies banning employees from text messaging while driving any vehicle during the course of performing work funded by this grant, and to establish workplace safety policies and conduct education, awareness, and other outreach to decrease crashes caused by distracted drivers.
10. The recipient agrees to comply with all applicable laws, regulations, policies, and guidance (including specific cost limits, prior approval and reporting requirements, where applicable) governing the use of federal funds for expenses related to conferences, meetings, trainings, and other events, including the provision of food and/or beverages at such events, and costs of attendance at such events. Information on pertinent laws, regulations, policies, and guidance is available at www.ojp.gov/funding/confcost.htm.
11. The recipient understands and agrees that any training or training materials developed or delivered with funding provided under this award must adhere to the OJP Training Guiding Principles for Grantees and Subgrantees, available at <http://www.ojp.usdoj.gov/funding/ojptrainingguidingprinciples.htm>.
12. The recipient agrees that if it currently has an open award of federal funds or if it receives an award of federal funds other than this OJP award, and those award funds have been, are being, or are to be used, in whole or in part, for one or more of the identical cost items for which funds are being provided under this OJP award, the recipient will promptly notify, in writing, the grant manager for this OJP award, and, if so requested by OJP, seek a budget-modification or change-of-project-scope grant adjustment notice (GAN) to eliminate any inappropriate duplication of funding.
13. The recipient agrees to report data on the grantee's OJJDP-approved performance measures as part of the semi-annual categorical progress report. This data will be submitted on line at OJJDP's Performance Measures website (<http://ojjdp.ncjrs.gov/grantees/pm/index.html>) by July 31 and January 31 each year for the duration of the award. Once data entry is complete, the grantee will be able to create and download a "Performance Measures Data Report." This document is to be included as an attachment to the grantee's narrative categorical assistance progress report submitted in GMS for each reporting period.
14. The recipient agrees that it will submit quarterly financial status reports to OJP on-line (at <https://grants.ojp.usdoj.gov>) using the SF 425 Federal Financial Report form (available for viewing at www.whitehouse.gov/omb/grants/standard_forms/ff_report.pdf), not later than 30 days after the end of each calendar quarter. The final report shall be submitted not later than 90 days following the end of the award period.
15. The recipient shall submit semiannual progress reports. Progress reports shall be submitted within 30 days after the end of the reporting periods, which are June 30 and December 31, for the life of the award. These reports will be submitted to the Office of Justice Programs, on-line through the Internet at <https://grants.ojp.usdoj.gov/>.



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**AWARD CONTINUATION
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Cooperative Agreement

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PROJECT NUMBER 2012-PB-FX-K003

AWARD DATE 08/29/2012

SPECIAL CONDITIONS

16. The Office of Juvenile Justice and Delinquency Prevention has elected to enter into a Cooperative Agreement rather than a grant with the recipient. This decision reflects the mutual interest of the recipient and OJJDP in the operation of the project as well as the anticipated level of Federal involvement in this project. OJJDP's participatory role in the project is as follows:
- a. Review and approve major work plans, including changes to such plans, and key decisions pertaining to project operations.
 - b. Review and approve major project generated documents and materials used in the provision of project services. Provide guidance in significant project planning meetings, and participate in project sponsored training events or conferences.



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SPECIAL CONDITIONS

17. Within 45 days after the end of any conference, meeting, retreat, seminar, symposium, training activity, or similar event funded under this award, and the total cost of which exceeds \$20,000 in award funds, the recipient must provide the program manager with the following information and itemized costs:

- 1) name of event;
- 2) event dates;
- 3) location of event;
- 4) number of federal attendees;
- 5) number of non-federal attendees;
- 6) costs of event space, including rooms for break-out sessions;
- 7) costs of audio visual services;
- 8) other equipment costs (e.g., computer fees, telephone fees);
- 9) costs of printing and distribution;
- 10) costs of meals provided during the event;
- 11) costs of refreshments provided during the event;
- 12) costs of event planner;
- 13) costs of event facilitators; and
- 14) any other costs associated with the event.

The recipient must also itemize and report any of the following attendee (including participants, presenters, speakers) costs that are paid or reimbursed with cooperative agreement funds:

- 1) meals and incidental expenses (M&IE portion of per diem);
- 2) lodging;
- 3) transportation to/from event location (e.g., common carrier, Privately Owned Vehicle (POV)); and,
- 4) local transportation (e.g., rental car, POV) at event location.

Note that if any item is paid for with registration fees, or any other non-award funding, then that portion of the expense does not need to be reported.

Further instructions regarding the submission of this data, and how to determine costs, are available at www.ojp.gov/funding/confcost.htm.



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SPECIAL CONDITIONS

18. The Project Director and key program personnel designated in the application shall be replaced only for compelling reasons. Successors to key personnel must be approved, and such approval is contingent upon submission of appropriate information, including, but not limited to, a resume. OJP will not unreasonably withhold approval. Changes in other program personnel require only notification to OJP and submission of resumes, unless otherwise designated in the award document.
19. The recipient agrees to comply with applicable requirements to report first-tier subawards of \$25,000 or more and, in certain circumstances, to report the names and total compensation of the five most highly compensated executives of the recipient and first-tier subrecipients of award funds. Such data will be submitted to the FFATA Subaward Reporting System (FSRS). The details of recipient obligations, which derive from the Federal Funding Accountability and Transparency Act of 2006 (FFATA), are posted on the Office of Justice Programs web site at <http://www.ojp.gov/funding/ffata.htm> (Award condition: Reporting Subawards and Executive Compensation), and are incorporated by reference here. This condition, and its reporting requirement, does not apply to grant awards made to an individual who received the award as a natural person (i.e., unrelated to any business or non-profit organization that he or she may own or operate in his or her name).
20. The recipient may not obligate, expend or draw down funds until the Office of the Chief Financial Officer (OCFO) has approved the budget and budget narrative and a Grant Adjustment Notice (GAN) has been issued to remove this special condition.
21. With respect to this award, federal funds may not be used to pay cash compensation (salary plus bonuses) to any employee of the award recipient at a rate that exceeds 110% of the maximum annual salary payable to a member of the federal government's Senior Executive Service (SES) at an agency with a Certified SES Performance Appraisal System for that year. (An award recipient may compensate an employee at a higher rate, provided the amount in excess of this compensation limitation is paid with non-federal funds.)

This limitation on compensation rates allowable under this award may be waived on an individual basis at the discretion of the OJP official indicated in the program announcement under which this award is made.

**Attachment 2.I through 2.VI: Project Application
2012 – PB – FX – K003**

**Office of Juvenile Justice and Delinquency Prevention
Community-Based Violence Prevention
Demonstration Program**

- 2.I. Project Narrative**
- 2.II. Program Budget**
- 2.III. Program Staff Positions**
- 2.IV. Program Timeline**
- 2.V. Program Logic Model**
- 2.VI. Application Letters of Support**

2.1. Project Narrative

Proyecto Palabra: Reducing Gang Violence Throughout Los Angeles Program Narrative

A. Project Abstract

The proposed project will reduce violence in Los Angeles communities through an innovative initiative that will focus on two of the city's most active gangs: MS-13 and 18th Street. As part of Mayor Antonio Villaraigosa's Office of Gang Reduction and Youth Development (GRYD) Comprehensive Strategy, which is based on the OJJDP Comprehensive Gang Model, *Proyecto Palabra* will create a specially trained "gang specific" intervention team with "palabra" (ability to exert influence) among the MS-13 and 18th Street relational networks. *Proyecto Palabra* will reduce gang related violence in the Rampart GRYD zone by 15% over a three year period, it will provide case management and gang tattoo removal services to 50 active participants per year, it will establish cease fire agreements each year at three Summer Night Lights parks serving the Rampart Area. *Proyecto Palabra* will have a transnational component through participation in 24 technical assistance exchange sessions via skype between Los Angeles and its sister city, San Salvador.

B. Statement of the Problem

There are 1.4 million active street, outlaw motorcycle and prison gang members and over 33,000 gangs in the United States.¹ The City of Los Angeles is home to 450 documented gangs comprised of 45,000 gang members.² If we expand the lens to include the entire County of Los Angeles the numbers increase to 800 gangs, comprised of over 100,000 documented gang members³. Many of the Los Angeles gangs have been in existence for more than 50 years and each gang is identified with, attached to, or claims a particular geographic area of the city.⁴ The actual numbers do not reflect the number of associates, affiliates, and sympathizers that although are not directly involved in criminal activity, maintain varying degrees of overt or covert loyalties to a specific neighborhood gang. This creates a large and complex relational network of people that are sympathetic to, or identify with a particular gang based on what neighborhood that person lives or may have lived in.

¹ National Gang Intelligence Center. 2011 *National Gang Threat Assessment: Emerging Trends*. Rep. Print.

² Per Los Angeles Police Department – Crime Analysis Unit 2012.

³ Dunworth, Terrance, David Hayeslip, Morgan Lyons, and Megan Denver. *Evaluation of the Los Angeles Gang Reduction and Youth Development Program: Year 1 Report*. Rep. no. 1. Washington D. C.: Urban Institute Justice Policy Center, 2010. Print.

⁴ Per Los Angeles Police Department – Crime Analysis Unit 2012.

During the last three years, per LAPD statistics, there were more than 16,398 verified violent gang crimes in the City of Los Angeles. These include 491 homicides, nearly 7,047 felony assaults, approximately 5,518 robberies, and 98 rapes. Of the 297 homicides in 2011, 54% of those were gang related.⁵ These numbers do not include the commonly known numbers of extortion, intimidation, bullying, and robberies that go largely unreported by the victims, for fear of retaliation by neighborhood gangs. In the complex landscape of gangs in Los Angeles, MS-13 also known as Mara Salvatrucha and 18th Street have emerged as some of the most potentially dangerous due to their evolution as a transnational phenomena⁶ that spreads into Mexico and Central America.

Origins

Both 18th Street and MS-13 were born in the Rampart Area of Los Angeles, though during different periods of time and prompted by different social conditions. There are 1,141 MS-13 and 2,969 18th Street documented gang members in Los Angeles,⁷ with 839 18th Street and 421 MS-13 gang members living in the Rampart area. While Rampart is considered the “headquarters” of both MS-13 and 18th Street, their illegal activities have spread to all police bureaus of the city.

⁸The 18th Street gang was originally formed in the 1960s by Mexican migrants who were blocked from joining native-born Mexican American gangs,⁹ it grew by expanding its membership to other nationalities and races, and it was among the first multiracial, multiethnic gangs in Los Angeles.¹⁰ MS-13 originated in the 1980s, during a period that thousands of Salvadorans fled

⁵ Ibid.

⁶ Franco, Celinda. *The MS-13 and 18th Street Gangs: Emerging Transnational Gang Threats?* Washington D.C.: Congressional Research Service, 2010. Print.

⁷ Per Cal Gangs Database 2012.

⁸ Per LAPD Gangs and Narcotics Division – Valley, Central, South, and West Bureaus

⁹ Valdez, Al. *Maras, Security and Development in Central America Task Force*. Rep. Center for Hemispheric Policy, University of Miami, 2008. Print.

¹⁰ Ibid.

the civil war of their country.¹¹ Of the approximately one million people who left Central America between 1980 and the early 1990s, it is estimated that 52% of Salvadorans who fled settled in Los Angeles.¹² The political conflicts in Central America, especially the Salvadoran Civil War, were brutally violent and terrorized the civilian population.¹³ Considered to be larger and older, 18th Street has 30,000 to 50,000 members nationwide, compared to 8,000 to 10,000 MS-13 members;¹⁴ however MS-13 appears to have generated more media and congressional attention.¹⁵ Although MS-13 gang is largely Salvadoran and 18th Street is largely Mexican, both have recruited members in the United States from other Central American countries. There are established cliques in El Salvador, Honduras, Guatemala, and Mexico that are modeled on, and perhaps linked to the Los Angeles MS-13 and 18th Street gangs.¹⁶

The GRYD Zone Concept

In 2007, Mayor Antonio Villaraigosa released a Gang Reduction Plan, which affirmed the need for one office, the Gang Reduction and Youth Development (GRYD) Office, to oversee the implementation of a comprehensive strategy in communities most impacted by gang violence. The GRYD model was developed, based on the OJJDP Gang Reduction demonstration site in Boyle Heights.¹⁷ Areas were selected as GRYD Zones because they were most affected by gang

¹¹ Per Migration Policy Institute.

¹² N. Chinchilla, N. Hamilton, *Seeking Community in a Global City: Guatemalans and Salvadorans in Los Angeles*, 2001.

¹³ Human Rights Program Harvard Law School, *No Place to Hide: Gang, State, and Clandestine Violence in El Salvador*, 2006.

¹⁴ The National Alliance of Gang Investigators Association (NAGIA), National Gang Threat Assessment.

¹⁵ Although it is unclear whether MS-13 engages in more violent acts or different acts of criminal acts than 18-Street, MS-13 cliques are reported to have presence in almost every state.

¹⁶ Per Guatemala Human Rights Commission 2010.

¹⁷ The demonstration project was funded by the U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention. The other three sites were Miami, Florida, Milwaukee, Wisconsin, and Richmond, Virginia. All cities were designated to receive \$2.5 million over a five year period (2003-2008) to implement a five-pronged approach of primary prevention, secondary prevention, intervention, reentry and suppression. The grant was awarded to the Mayor's Criminal Justice Planning Office (CJPO) who served as the

violence. The areas designated as GRYD Zones have a 40% higher level of gang crime than other parts of the city. 55% of LAUSD foster youth and 31% of probation youth attend schools that serve the GRYD Zones. 30% of families live below the poverty line and the numbers of families in which grandparents are financially responsible for their grandchildren ranges from 26% to 35% in these Zones.¹⁸

Gangs and the Rampart GRYD Zone

The Rampart GRYD Zone is the most densely populated Gang Reduction Youth Development Zone in the City. It comprises 1.75 square miles, approximately 75,000 residents, and 13 LAPD reporting districts in the Central Bureau's Rampart Division. Currently law enforcement, gang intervention workers, and community members consider MS-13, 18th Street, Temple Street, and Rockwood to be the most active gangs in and around the Rampart GRYD Zone. Of these, MS-13 and 18th Street have established the widest transnational relational networks, which became entrenched between LA and El Salvador in the mid 90's and, later, with other parts of Central America.¹⁹ A recent study of the structure of MS13 and 18th Street in El Salvador suggests that as high as 40% of El Salvador cliques of MS-13 and 18th Street report having been "foreign born."²⁰

Law Enforcement Community Relations in Rampart

The Rampart area of Los Angeles was the center of a widespread police corruption scandal in the late 1990s. More than 70 officers either assigned or associated with the Rampart Community Resources Against Street Hoodlums (CRASH) were implicated in some form of misconduct,

fiscal and administrative agent of the grant, and the Program Coordinator was Mildred Lopez, MPA, who is currently the Associate Director of the GRYD Office.

¹⁸ This information was compiled using information from the 12 GRYD Zone Needs Assessments completed by Advancement Project and Harder+Company Community Research.

¹⁹ Katz, Charles M., Andrew Fox, Lidia Nuno, and David Choate. *Organization and Networks of Transnational Gangs*. Working paper no. Project 6.1. Phoenix: Arizona State University, 2011. Print.

²⁰ Ibid.

making it one of the most widespread cases of documented police misconduct in United States history. The convicted offenses included unprovoked shootings, unprovoked beatings, planting of false evidence, framing of suspects, stealing and dealing narcotics, band robbery, and the covering of evidence of these activities.²¹ While the relationship between the Los Angeles Police Department and the Rampart community has greatly improved since the scandal, there is still a significant level of mistrust between law enforcement and the primarily immigrant community.²²

Gang Violence in the Rampart GRYD Zone

The Rampart GRYD Zone suffers a considerable amount of violence given its size—844 violent crimes were committed within the 1.75 square mile area in 2007. According to the LAPD, 46.9% of the 483 gang crimes in the Rampart Zone were violent crimes in 2007. Thus, gang members were responsible for 26.8% of all violent crimes in the Rampart Zone in 2007. Violent crimes include homicide, robbery, and aggravated assault, and do not include rape.²³

In 2007, over 55% of the violent crimes in the Rampart GRYD Zone happened between the hours of 4pm and 11:59pm. The concentration of violent crimes between early evening and late night hours has remained consistent during the past three years. Young residents in the Rampart GRYD Zone are the majority of victims of violent crime. Almost 57% of the victims of violent crime, in which the age of the victims was available, were under the age of 25.²⁴

There have been 1,023 total gang crimes in the Rampart GRYD Zone in the last three years.

These numbers do not include the commonly known yet unreported numbers of extortions of

²¹ "Rampart Scandal." *Wikipedia*. Wikimedia Foundation, 18 Apr. 2012. Web. 30 Apr. 2012.

<http://en.wikipedia.org/wiki/Rampart_scandal>.

²² Advancement Project. *Final Report: Rampart GRYD Needs Assessment*. Rep. Los Angeles: Mayor's Office of Gang Reduction and Youth Development, 2008. Print.

²³ *Ibid.*

²⁴ *Ibid.*

small businesses in the area, the bullying, and the number of robberies.²⁵ For the time period of January through March of 2012 gang related crime has increased by 5% as compared to the 2011 figures for the same time period in 2011. The staff of the GRYD Office has responded to 2,220 incidents of violence throughout the city between April 2009 and December 2011. In September of 2011 the GRYD Office began tracking the specific gang involvement throughout the city. Since September 2011 of the 364 gang related incidents, 15% of all incidents of violence throughout the city have involved either MS-13 and or 18th Street. This has included either violence between the two gangs, or between either MS-13, 18th Street, and another gang.²⁶

Population Characteristics of the Rampart GRYD Zone

The Rampart GRYD Zone is a predominantly Latino immigrant and working class community with approximately 75,000 residents. Given the Rampart GRYD Zone's high concentration of recent immigrant families, low educational attainment, unemployment, poverty, and other socio-economic indicators, young Latino families and youth stand out as the population in greatest need. The area is culturally rich and has served as a gateway for waves of new immigrant populations. Latinos compose the largest racial/ethnic group in the Rampart GRYD Zone with over 47,000 Latino residents, comprising 63% of the Rampart GRYD Zone's total population.²⁷ The percentage of the civilian labor force unemployed in the Rampart GRYD Zone in 2007 was 11%, which is higher than the County average of 9%. The combination of low income levels and high unemployment, especially impact single parents' — who account for 14% of the Rampart GRYD Zone's households — ability to supervise their children as parents struggle to earn a living. Over half (51%) of the adults ages 25 and over do not have high school diplomas,

²⁵ Per Los Angeles Police Department – Crime Analysis Unit 2012.

²⁶ Cespedes, Guillermo, and Denise C. Herz. *Comprehensive Strategy*. Rep. Los Angeles: Mayor's Office of Gang Reduction and Youth Development, 2011. Print.

²⁷ Ibid.

which is significantly higher than the City's average of 34% and the County's average of 31%. About one in every three adults age 25 and over has not completed the ninth grade, which may be due to the high number of foreign-born residents. Low educational attainment compounded by low income levels and high unemployment levels suggest the need for a comprehensive family support network to promote the educational and economic development of families in the Rampart GRYD Zone.

Transnational Gang Challenges in Los Angeles and El Salvador

The MS-13 and 18th Street gangs, as well as being major sources of violent crime in the Rampart GRYD Zone, are now the two dominant gangs in El Salvador. According to official records there are approximately 17,449 gang members in El Salvador, 10,864 belonging to MS-13, and 6,585 belonging to 18th Street.²⁸ California is home to the largest U.S. population of Salvadorans who became legal permanent residents between the years of 2000 and 2004. The City of Los Angeles, with a Salvadoran population of 228,990, is home to 39.90% of Salvadorans living in state and 63.82% within the County of Los Angeles. The Salvadoran population in the City represents 12.45% of the total Hispanic/Latino population and is the second largest ethnic group in this cluster following Mexicans at 65.78%.²⁹ On the national level, 19,809 individuals from El Salvador were removed from the U.S. during 2010 as indicated by the U.S. Department of Homeland Security Office of Immigration Statistics. Of this number, 8,315 were classified as "criminal," defined by the source as referring to persons removed who have a criminal conviction.³⁰ Since the formation of the MS-13 and 18th Street gangs, gang members have

²⁸ Katz, Charles M., Andrew Fox, Lidia Nuno, and David Choate. *Organization and Networks of Transnational Gangs*. Working paper no. Project 6.1. Phoenix: Arizona State University, 2011. Print.

²⁹ Total Hispanic or Latino Population, 2010 (U.S. Census Bureau Decennial Census) unless otherwise noted, all Census and American Community Survey variables have been accessed through Healthy City www.healthycity.org.

³⁰ United States. Department of Homeland Security. (2011) Yearbook of Immigration Statistics: 2010. Washington, D.C.: U.S. Department of Homeland Security, Office of Immigration Statistics.

migrated across and within both countries, though they remain concentrated in urban cores and, in the United States, in areas with thriving immigrant communities.³¹ A recent study funded by the Department of Homeland Security suggests that transnational gangs such as MS-13 and 18th Street have established deep informal networks that extend back and forth between the United States and El Salvador.³² The possibility of such informal networks results in an increased capacity for legal and illegal immigration between the United States and El Salvador.³³ As the GRYD Office staff has responded to more than 2,200 incidents of gang-related violence between April 2009 and December 2011,³⁴ GRYD personnel have recognized the informal ties between Rampart-based and San Salvador-based members of the MS-13 and 18th Street gangs as source of great concern to GRYD and LAPD. However it is precisely those informal yet complex relational networks that can serve as a vehicle for reducing violence by inserting credible and well trained community-based gang intervention workers in those networks.³⁵

Additional Challenges

In addition to the challenges created by the actual number of gangs and gang related crime, Los Angeles has the dubious distinction of being associated with terms such as “the gang capital of the world”, “the belly of the beast”, and “the mother ship.” These terms, often cited by films and popular media, have helped to shape the self identity of the city, as well as how the city is perceived by others. Gang members from Los Angeles are perceived as having a higher status than their peers from similar sets in other cities and other countries. Therefore a long term

³¹ Nagle, Luz E. (2008). *Criminal Gangs in Latin America: The Next Great Threat to Regional Security and Stability?* 14 Texas Hispanic Journal of Law and Policy. 7.

³² Katz, Charles M., Andrew Fox, Lidia Nuno, and David Choate. *Organization and Networks of Transnational Gangs*. Working paper no. Project 6.1 Phoenix: Arizona State University, 2011. Print.

³³ Franco, Celinda. *The MS-13 and 18th Street Gangs: Emerging Transnational Gang Threats?* Washington D.C.: Congressional Research Service, 2010. Print.

³⁴ Cespedes, Guillermo, and Denise C. Herz. *Comprehensive Strategy*. Rep. Los Angeles: Mayor's Office of Gang Reduction and Youth Development, 2011. Print.

³⁵ Ibid.

sustainable solution in Los Angeles will likely require reducing gang related violence, decreasing numbers of youth that become gang members each year, transforming the social conditions that give rise to the formation of gangs and subsequent violence, and redefining its own identity as the gang capital of the world.

C. Goals, Objectives, and Performance Measures

The comprehensive approach of the GRYD program continues to be evaluated by the Urban Institute and has proven successful. The City's 2011 vs. 2010 year-end crime statistics indicated that overall gang crime dropped 15.2% during the year, representing a reduction of nearly 843 gang crimes. The LAPD also reported a 9.4% reduction in gang-related shots fired.³⁶ Violent crime and property crime were also reduced across Los Angeles for the ninth consecutive year. Inside the GRYD Zones, LAPD 2011 end-of-year data show a 34.8% reduction in homicides, a 42.8% reduction in shots fired, and a 30% reduction in total gang crime, when compared to end-of-year data in 2007, when GRYD zones were established.³⁷ In 2011, communities around GRYD's Summer Night Lights parks experienced a 35% reduction in gang-related part 1 crime for the 32 SNL locations combined, a 35% reduction in gang-related homicides, a 43% reduction in aggravated assaults, and 55% reduction in shots fired for the periods of July 4th through Labor Day Weekend when this strategy was implemented.³⁸ While this progress is encouraging, there is still much work to be done, particularly in the GRYD Rampart Zone.³⁹

The goals of *Proyecto Palabra* during the grant period are 1) to reduce the number of gang-related violent crimes and extortion within the Rampart GRYD Zone by 15% and 2) to reduce the number of violent crimes perpetrated by members of the MS-13 and 18th Street gangs

³⁶ Per Los Angeles Police Department – Crime Analysis Unit 2012.

³⁷ Ibid.

³⁸ Per Los Angeles Police Department – Crime Analysis Unit 2011.

³⁹ Ibid.

throughout the City of Los Angeles by 15%. *Proyecto Palabra* will accomplish the following objectives during the grant period:

- a) Develop a *Proyecto Palabra* team of nine gang intervention workers, certified by the Los Angeles Violence Intervention Training Academy (LAVITA) with an area of expertise and influence with MS-13 and 18th Street gangs.
- b) Provide family-based case management services each year to a total of 50 active gang members, ages 14-24 yrs, 25 from MS-13 and 25 from 18th Street, all of whom have committed themselves to redirecting their lives away from the gang lifestyle.
- c) Provide tattoo removal services each year to a total of 40 active gang members, ages 14-24 yrs, 20 from MS-13 and 20 from 18th Street.
- d) Provide the self-differentiation evaluation (embeddedness scale) to all 50 case managed clients and submit data to the GRYD database.
- e) Develop and implement two city-wide proactive peace-making activities per year involving MS-13 gang members, and two city-wide proactive peace-making activities per year involving 18th Street gang members.
- f) Develop and implement a cease fire agreement within and around the Summer Night Lights (SNL) service areas of Lemon Grove, Lafayette, and Toberman SNL parks each year from July 4th through Labor Day weekend, Wednesday through Saturday, 7pm to midnight.
- g) Provide ongoing consultation to GRYD Office on all Summer Night Lights sites incidents of violence involving MS-13 and/or 18th Street gangs.
- h) Respond to all gang-related incidents of violence in the Rampart GRYD Zone using the violence interruption “triangle” protocol.

- i) Provide consultation to GRYD Office on gang dynamics of MS-13 and/or 18th Street gangs on all incidents of documented MS-13 and 18th Street violence throughout all GRYD Zones.
- j) Participate in nine (9) GRYD Community Education Campaigns (one at each Rampart GRYD Zone school) regarding empirical evidence for risk factors and behaviors associated with gang joining among youth ages 10-15 yrs.
- k) Participate in a year-one assessment of methods and volume of unreported extortions of businesses in the Rampart GRYD zone in collaboration with the Advancement Project and other community based organizations.
- l) Participate in the LAVITA ongoing advanced training.
- m) Provide at least 24 sessions of technical assistance, via skype, to a San Salvador-based gang intervention team that mirrors the *Proyecto Palabra* team.

To determine *Proyecto Palabra*'s effectiveness in reaching its objectives, project administrators will keep detailed records of all services and participants, including the number of services provided and the number of participants in each program, as well as the results of all evaluations performed on and by participants. Of particular note will be any progress in knowledge, attitude, and behaviors as registered among participants through the self-differentiation evaluation. In addition, *Proyecto Palabra* and other GRYD administrators will work closely with LAPD COMPSTAT to track all changes in gang-related crimes in the Rampart GRYD Zone as well as throughout the City. The team will work with specialists within LAPD to determine which violent crimes were perpetrated by members of the MS-13 and 18th Street gangs. The team will compare violent crime figures over the course of the project to baseline data collected at the project's outset.

D. Project Design and Implementation

Proyecto Palabra is the gang intervention component of the GRYD Comprehensive Strategy in the Rampart Gang Reduction Youth Development Zone of Los Angeles. It is an innovative “gang specific” intervention team whose primary functions of violence interruption and case management services will take place in the context of the relational networks of the MS-13 and 18th Street gangs. *Proyecto Palabra* is proposed as a component of the GRYD comprehensive strategy in the Rampart Gang Reduction Youth Development Zone. It will respond to all incidents of violence on a 24/7 basis within the Rampart GRYD zone as well as in all areas of the cities in which there is a potential for retaliation by MS-13 and/or 18th Street. The immediate short term goal of these responses is the interruption of potential retaliation. In the context of the field of gang intervention in Los Angeles, the term license to operate⁴⁰ has emerged as a term that describes the level of influence, knowledge, and ability to negotiate in the interest of interrupting violence within the relational networks of a given gang and its corresponding neighborhood. Among Latino gang intervention workers the term *palabra* is used interchangeably with license to operate. *Proyecto Palabra* is a gang intervention team with the ability to exert influence and interrupt violence within the relational networks of MS-13 and 18th Street gang networks in the Rampart Area and throughout the city.

The Gang Reduction Youth Development Comprehensive Strategy

The GRYD Strategy, modeled after the OJJDP Gang Reduction Comprehensive Model⁴¹ is comprised of six interrelated approaches, including: (1) primary prevention; (2) secondary

⁴⁰ Cardenas, Tony. *A guide to understanding effective community-based gang intervention*. Los Angeles, CA: City of Los Angeles, 6th Council District. 2010.

⁴¹ The demonstration project was funded by DOJ, OJP, OJJDP from 2003-2008 within the Mayor's Office in Los Angeles. This grant provided \$2.5 million over a five year period to implement a five-pronged approach (primary prevention, secondary prevention, intervention, reentry and suppression). The Program Coordinator was Mildred Lopez, MPA, who is currently the Associate Director of the GRYD Office.

prevention; (3) intervention case management services for gang-involved young people; (4) intervention services directed at violence interruption; (5) engagement with the community; and (6) suppression. The GRYD comprehensive strategy is multi-systemic, and directed at both the micro level (i.e., individual, peer, school, and family) as well as the macro level (i.e., the community at large. Table 1 illustrates how each of these activities fit along a continuum starting with primary prevention and ending with suppression.

Table 1: Continuum of Strategies and Related Activities within the GRYD Comprehensive Strategy
GRYD Strategy Approaches

GRYD Strategy Approaches				
Primary Prevention	Secondary Prevention	Intervention Case Management	Intervention Violence Interruption	Suppression
<ul style="list-style-type: none">➤ Gun Buy-Back➤ GRYD Cabinet➤ Community Action Teams (CATs)➤ Community Education Campaign	<ul style="list-style-type: none">➤ GRYD Gang Prevention Services➤ Female Responsive Programming➤ GRYD Interdisciplinary Teams	<ul style="list-style-type: none">➤ Family-Based Case Management➤ Reentry referrals and services	<ul style="list-style-type: none">➤ Crisis Response➤ Proactive peace-making activities➤ Los Angeles Violence Intervention Academy	<ul style="list-style-type: none">➤ On-going communication with law enforcement agencies➤ Coordination of services after suppression activities (e.g., "take-downs"/ Operation Ceasefire)
<ul style="list-style-type: none">• Summer Night Lights Program				
<ul style="list-style-type: none">➤ Community Engagement				

***Proyecto Palabra* in the Context of the GRYD Comprehensive Strategy**

Proyecto Palabra will carry out Intervention Case Management and Intervention Violence Interruption Services, and will also be integrated into other aspects of the comprehensive strategy. The function of *Proyecto Palabra* within each programmatic component of the comprehensive strategy is described below:

The Gun Buy Back (GBB)

This initiative takes place once a year on Mother's Day Weekend. It is a wide spread public awareness campaign designed to increase the perception of safety throughout Los Angeles by exchanging illegal guns anonymously. The GBB strategy targets the types of guns most likely to be used in homicides, the hot spots or high crime areas with elevated levels of gun crime, and targets high-risk groups who are most likely to be victims or perpetrators of gun violence.⁴² Over the last three years, the Gun Buy Back has removed over 6,000 guns from some of the highest crime neighborhoods of Los Angeles.⁴³ The public awareness campaign is spearheaded by KCAL TV. In the context of the Gun Buy Back *Proyecto Palabra* will conduct outreach within the relational networks and hot spots of MS-13 and 18th Street with the goal of having illegal guns turned in. This will include reaching out to active gang members, associates, affiliates, and sympathizers in the relational networks of MS-13 and 18th Street. This is a no questions asked anonymous process therefore no data will be collected as to the numbers of guns collected from each MS-13 and 18th Street networks. The 2012 Gun Buy Back will be implemented on May 12, 2012. The implementation of *Proyecto Palabra* in relation to the Gun Buy Back would start March 2013.

The Community Action Team (CAT)

GRYD Community Action Teams (CATs) are intended to create and support a community based working group at a local GRYD zone level, which focuses on the entire community with prevention activities along the family life cycle. The primary focus of CATs in each GRYD Zone is to develop strategies that build community protective factors. The Rampart GRYD Zone CAT is comprised of representatives from agencies with a history of working with

⁴² Franco, Evan, and Angela M. Wolfe. "Reducing Guns and Gun Violence." *The California Cities Gang Prevention Network Bulletin* 24 (2012). Print.

⁴³ This information was compiled using information from the 12 GRYD Zone Needs Assessments completed by Advancement Project and Harder+Company Community Research.

the Salvadoran community in the Rampart Area, including: the Advancement Project, Aztecs Rising, Bresee Community Center, Children's Institute, Inc., Chinatown Service Center, El Centro del Pueblo, Heart of Los Angeles, Homies Unidos, Korean Youth and Community Center, and the Salvadoran American Leadership and Education Fund. In the context of the Community Action Team, *Proyecto Palabra* will collaborate with the Advancement Project during the year-one assessment of methods of extortion "taxes" of the business sector within the Rampart Area. *Proyecto Palabra* will identify potential safety concerns. The implementation of *Proyecto Palabra* in relation to the Community Action Team would start in January of 2013.

The Community Education Campaign (CEC)

The population served by the Community Education Campaign (CEC) is families, school professionals, and staff at elementary, middle, and high schools located in and around GRYD Zones. The purpose of the forums, which are held at school locations, is to increase knowledge and awareness of the empirical risk factors for gang joining.⁴⁴ The CEC campaign is entering its third year of implementation. Currently 42% of gang prevention referrals to GRYD service providers originate from school personnel.⁴⁵ In the context of the CEC, *Proyecto Palabra* will provide a one hour presentation at each of the 9 schools serving the Rampart GRYD zone. The topic will be the "practical side" of empirically identifies risk factors for gang joining (early warning signs). This cycle of presentations will take place each year of the three year cycle of the OJJDP grant. The implementation of *Proyecto Palabra* in relation to the Community Education Campaign would start in January 2013.

⁴⁴ Cespedes, Guillermo, and Denise C. Herz. *Comprehensive Strategy*. Rep. Los Angeles: Mayor's Office of Gang Reduction and Youth Development, 2011. Print.

⁴⁵ University of Southern Californian. Accumulated Gang Prevention Eligibility Results. 1 Mar. 2012. Raw data. Los Angeles.

The GRYD Gang Prevention Services

In each GRYD Zone, gang prevention programs target 10-15 year olds who are at the highest risk for gang joining.⁴⁶ To ensure prevention programs are targeting the highest risk youth for gang joining, providers administer the Youth Services Eligibility Tool (YSET) to all referrals. The YSET is designed to capture the presence of risk factors consistently shown in the research studies to be related to gang involvement during early adolescence—the timeframe when youth are most likely to join a gang.⁴⁷ The YSET risk factors include:⁴⁸

1. Antisocial/Pro-social Tendencies; 2. Weak Parental Supervision; 3. Critical Life Events
4. Impulsive Risk Taking; 5. Neutralization; 6. Negative/Positive Peers; 7. Peer Delinquency
8. Family Gang Influence; 9. Self-Reported Delinquency; 10. Substance Abuse; 11. Lack of a Commitment to School; 12. Code of the Street; and 13. Gang Awareness

All youth referred for services must complete the YSET to determine their eligibility for prevention services. The YSET measures and yields a score for each risk factor listed above. Total scores that exceed a predetermined threshold indicate a higher risk for gang joining; conversely, scores falling below the threshold represent a lower risk for gang joining. Youth whose scores exceed the threshold are deemed eligible for GRYD prevention services and given the opportunity to participate in programming, while youth found ineligible receive a referral to other services. There are currently almost 4,000 families city wide receiving services through GRYD gang prevention programs.

⁴⁶ Maxson, Cheryl L., Whitlock, Monica L., and Klein, Malcolm W. "Vulnerability to street gang membership: Implications for Practice." *Social Service Review* 72, 1, 70-91. 1998.

⁴⁷ Krohn, Marvin and Thornberry, Terence P. Longitudinal perspectives on adolescent street gangs. In Akiva Liberman (Ed) *The long view of crime: A synthesis of longitudinal research*. Washington DC: Springer. 2008

⁴⁸ Cespedes, Guillermo, and Denise C. Herz. *Comprehensive Strategy*. Rep. Los Angeles: Mayor's Office of Gang Reduction and Youth Development, 2011. Print.

In July 2011, the Urban Institute released GRYD's Year 2 Evaluation Report. The report cited incremental decreases in the negative behavior of prevention's at-risk clientele. Below is a list of behavioral changes among prevention clients⁴⁹:

- 23% decrease in antisocial behavior
- 29% decrease in the lack of parental supervision
- 35% decrease in critical life events
- 21% decrease in impulsive risk taking
- 19% decrease in neutralization
- 23% decrease in negative peer influence
- 12% decrease in peer delinquency
- 47.3% decrease in gang fights
- 35.0% decrease in hanging out with gang members
- 48.0% decrease in participation in gang activities
- 53.2% decrease in hitting someone to hurt them
- 8.1% decrease in attacking someone with a weapon
- 26.3% decrease in used force to steal
- 33.1% decrease in carrying a hidden weapon

The GRYD Gang Prevention Model of Practice is comprised of eight phases. Each phase utilizes the vertical strategy (i.e., multi-generational coaching)⁵⁰ and the horizontal strategy (i.e., use of problem-solving techniques.)⁵¹ The GRYD prevention model is comprised of 7 phases:

- 1) Referral/Collaboration 2) Building Agreement 3) Redefining 4) Celebrating Changes

⁴⁹ Enrolled clients were reevaluated six (6) months after the initial YSET was administered.

⁵⁰ Bowen, M. *Family Therapy in clinical practice*. Lanham, MD: Jason Aronson. 1993.

⁵¹ Madsen, William. *Collaborative Helping: A Practice Framework for Family-Centered Services*, FPI, Inc.. 2009.
Walsh, Froma. *Strengthening Family Resilience, Second Edition*. New York: The Guilford Press. 2006.

5) Mainstreaming 6) Next Level Agreements 7) Re-Evaluation

In the context of the GRYD Gang Prevention Strategy, *Proyecto Palabra* will refer clients that are ages 10-15 years of age that may have siblings and/or relatives that are part of the relational networks of MS-13 and/or 18th Street. The implementation of *Proyecto Palabra* in relation to GRYD Gang Prevention services would start in January 2013.

Intervention Case Management

In each zone, GRYD intervention family-based case management services are directed at 14-25 year olds who are gang-involved. At least 10% of these clients are considered “re-entry” clients because they are transitioning to the community from a correctional institution. Family-based case management services are defined as linking the clients to existing services to meet his/her needs within the community. These services engage multiple family members in encouraging the identified client to complete service plans. There are currently almost 700 case managed intervention clients receiving services through gang intervention service providers.⁵²

The Gang Embeddedness Desistance Scale

The scale has two components, one is an observation scale, which is completed first by a Case Manager or Gang Intervention Worker who is familiar with the client. The second component is an interview scale. The scale is designed to measure the strength of a gang member’s allegiance and to what extent he/she derives his identity from the gang. The scale is administered every six months to see if the allegiance to the gang is wavering as a result of the case management services GRYD provides.⁵³

Case managers work closely with their assigned GRYD Zone Program Manager and a number of referral agencies including schools, parents, community-based organizations, faith-

⁵² Per GRYD Intervention Monthly Monitoring Reports.

⁵³

based groups, existing City and County health and human services agencies, the Los Angeles County Department of Probation, the California Department of Corrections and Rehabilitation, and the Los Angeles Police Department to identify local resources that can be utilized to provide clients with services. Such services may include (but are not necessarily limited to):

Education and vocational training; Job readiness and placement; Family reunification services Behavior modification programming; Peer driven mentoring, motivational workshops, social support groups and local field trips; Community recognition; Contribution to probation or parole status reports; Positive Role Modeling (i.e., one-on-one mentoring or group mentoring); Tattoo removal ⁵⁴; Assistance with the expunging of records; Mental health and/or substance abuse counseling; Community service opportunities; Participation in extracurricular activities; Auxiliary services such as relocation and transition services, housing, food, clothing and transportation vouchers, legal workshops/services, and child care - as needed.

Family-based case management services are provided to clients on a six month cycle following the referral and assessment phase. The vertical strategy (i.e., the use of a strength-based genogram)⁵⁵ is incorporated throughout each of the phases. A brief description of the phases is provided below:

Phase I: Referral and Assessment: At this stage, Intervention receives and reviews referrals for services. To be eligible for services, the referral must meet two or more of the following criteria: (1) Individual admits to being a gang member; (2) Individual is identified as gang member as documented through CAL-GANGS or an LAPD Gang Unit; (3) Individual has gang tattoos; (4) Individual has been arrested for gang activity; (5) Individual hangs out with identified gang

⁵⁴ The Tattoo removal services in Rampart are a private-public partnership between the GRYD Office, The California Community Foundation, and the Los Angeles County Office of the CEO.

⁵⁵ McGoldrick, Monica, Randy Gerson, and Suei S. Petry. *Genograms: Assessment and Intervention*. New York: W.W. Norton &, 2008. Print.

members in gang areas; and/or (6) Individual is on probation or parole for crime consistent with usual gang activity. If a youth is eligible for services, the Contractor schedules a meeting with the youth and family (mandatory if youth is younger than 18) to conduct an assessment and build a service plan. The observational component of the embeddedness scale is administered at this time.

Phase 2 Building Agreements (Month 1 of Services): Following the Client's assessment, the Intervention Case Management Team (i.e., a case manager and a Community Intervention Worker) begin meeting to discuss and monitor the case. The case manager also regularly meets with the client on a one-to-one basis.

Phases 3 through 5: On-Going Case Management and Linkage to Services (Months 2-5): During this phase of services, the Team and case manager work with the client to provide support and to monitor whether the client is following through with service referrals, and if so, his/her progress in those services.

Phase 6: Reassessment (Month 6): In Phase 4, the Team reassesses the Client. Based on an assessment of these outcomes, the Team decides whether the Client has made "sufficient progress" and can exit the program. The second component of the embeddedness scale, the interview portion is administered at this time. If the Client has made sufficient progress, he/she will exit the program; however, if the Client has not made sufficient progress, he/she may remain in the program for another six month cycle of case management services. In the context of the intervention case management component the gang intervention workers of *Proyecto Palabra* will identify potential clients who have expressed a desire to re-direct his or her life away from the gang life style. *Proyecto Palabra* case managers will:

- a) Provide family-based case management services each year to a total of 50 active gang members, ages 14-24 yrs, 25 from MS-13 and 25 from 18th Street, all of whom have committed themselves to redirecting their lives away from the gang lifestyle.
- b) Provide tattoo removal services each year to a total of 40 active gang members, ages 14-24 yrs, 20 from MS-13 and 20 from 18th Street.
- c) Provide the self-differentiation evaluation (embeddedness scale) to all 50 case managed clients and submit data to the GRYD database.

The implementation of *Proyecto Palabra* in relation to case management services would start in January 2013.

Crisis Response

The GRYD practice of gang intervention is a multi-systemic relational approach that focuses on the individual gang member, the peer group or gang, the multi-generational family of which the gang member is a part of, and the neighborhood or broader community in which the individual gang member and the gang claims. The Relationship-Based Community Intervention Approach⁵⁶ requires that the gang intervention worker is able to access and impact this complex system of relationships by using specific tactics/techniques as part of a planned strategy to interrupt violence.⁵⁷ The GRYD Crisis Response Model builds a relational triangle⁵⁸ between GRYD staff, law enforcement, and Community Intervention Workers in an attempt to improve communication and effectively reduce the likelihood of retaliation through multiple pathways (see Figure 2). Protocol:

⁵⁶ Cespedes, Guillermo, and Denise C. Herz. *Comprehensive Strategy*. Rep. Los Angeles: Mayor's Office of Gang Reduction and Youth Development, 2011. Print.

⁵⁷ Ibid.

⁵⁸ Bowen, M. *Family Therapy in clinical practice*. Lanham, MD: Jason Aronson. 1993.

- An incident of violence is reported via email from the Real Time Analysis and Critical Response (RACR) Division of the Los Angeles Police Department.
- The RACR notification is forwarded to the GRYD staff and to the gang intervention team from the particular geographic location.
- Once the RACR is received gang intervention worker, GRYD staff, and law enforcement (a relational triangle) have within 15 minutes to make contact with each other and provide notice of next steps. This may include going to the crime scene, hospital emergency room, victims home, and or an agreed upon location in the community.

Once a violent incident occurs and is reported to the police, all partners of the triangle immediately work toward rumor control and crisis intervention. Rumor control is defined as disseminating accurate information as quickly and widely throughout the community as possible, crisis intervention requires community intervention workers to respond to prevent additional retaliatory violence. Although GRYD staff, law enforcement, and Community Intervention Workers work collaboratively to share information and support one another's work, the specific role each party plays toward these goals differs. Table 2 summarizes the individual responsibilities of GRYD staff, law enforcement, and Community Intervention Workers.

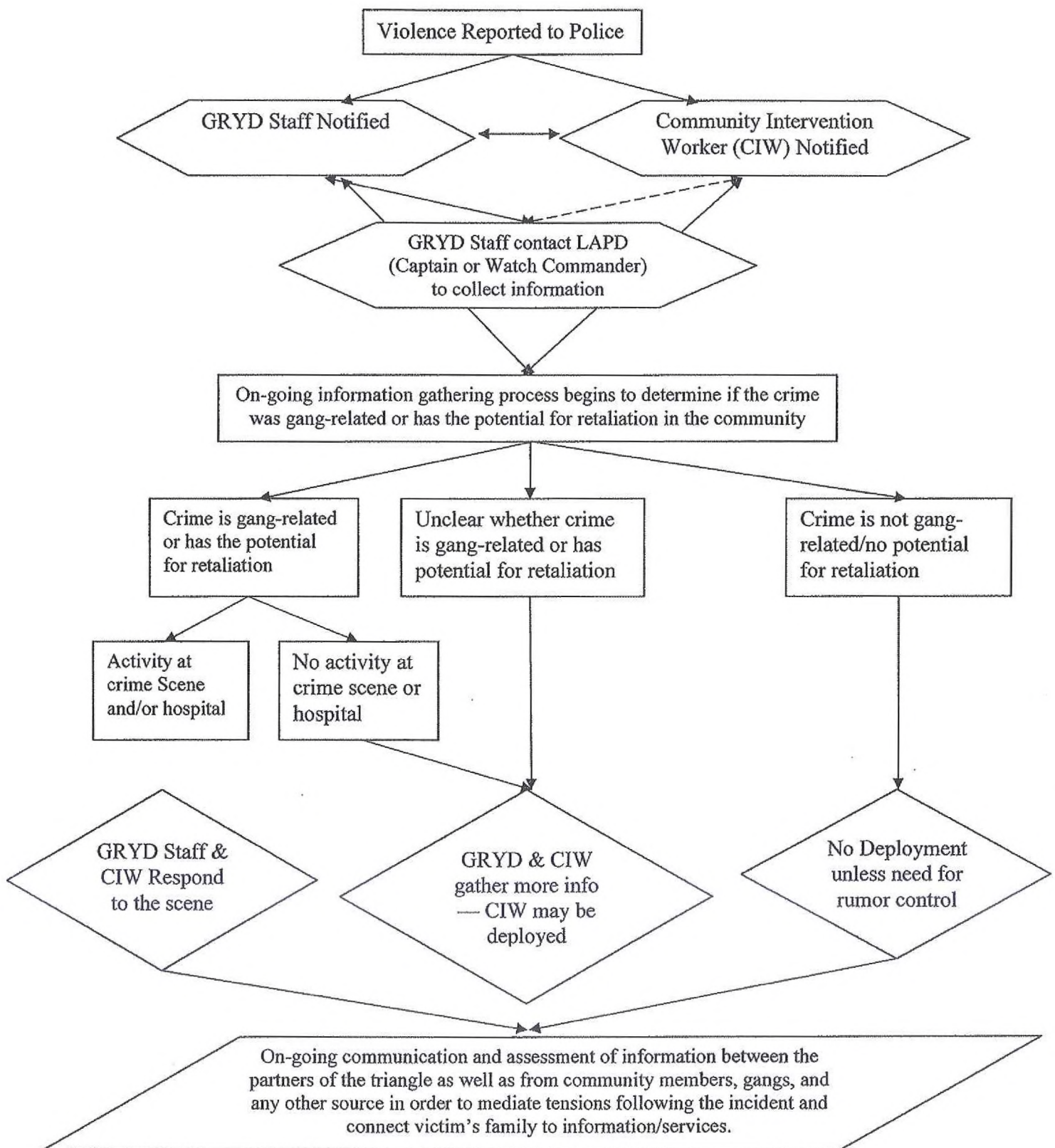
In the context of the GRYD Intervention Crisis Response, *Proyecto Palabra* will respond to all violent incidents within the Rampart GRYD Zone, and to all incidents throughout the city that are identified by RACR as involving MS-13 and/or 18th Street.

Table 2: A Summary of Partner Responsibilities Immediately Following a Violent Incident

	Gang Violence Interruption Goals	
	Rumor Control	Crisis Intervention
GRYD Staff	<ul style="list-style-type: none"> Distribute facts to all GRYD staff and formal systems in the community (e.g., City Departments, City Council Offices, neighborhood organizations, etc.) 	<ul style="list-style-type: none"> Connect with the victim's family to determine if they need any immediate services Communicate with schools, relevant City Departments, City Council Offices, and neighborhood organizations to establish safety
Law Enforcement	<ul style="list-style-type: none"> Distribute facts to all gang units 	<ul style="list-style-type: none"> Stabilize the crime scene Hold community meetings
Community Intervention Workers	<ul style="list-style-type: none"> Distribute facts to the community through informal networks 	<ul style="list-style-type: none"> Connect with victim's family (coordinate with GRYD staff) to determine if they need any immediate services Engage in "street mediation" in order to defuse or de-escalate additional violence

The implementation of *Proyecto Palabra* in relation to crisis response will start in January 2013.

Figure 2: An Overview of the GRYD Crisis Response Model



Los Angeles Violence Intervention Training Academy (LAVITA)

During the first quarter of year 1 of the OJJDP grant cycle, all members of *Proyecto Palabra* who have not already done so will be required to complete the City's Los Angeles Violence Intervention Training Academy (LAVITA) 140-hour Basic 101 Certification course, funded by the GRYD Office and administered by the Advancement Project. LAVITA is a part of the Advancement Project's Urban Peace Academy.

The Professional Standards Committee (PSC) of the Urban Peace Academy is responsible for developing the Standards of Practice and Conduct. PSC relies on the Standards as the basis for assessing and certifying all Academy participants through pre/post interviews, pre/post written exam, and a classroom conduct and participation point system. LAVITA trains intervention workers in five core competency areas: Direct Practice (62 hours), Personal Development (35 hours), Applied Theory (25 hours), Concrete Tasks (seven hours), and Broader Policy Initiatives (six hours).

Once having been certified as completing the LAVITA Basic 101 training, all members of *Proyecto Palabra* will be required to complete, during the second quarter of year 1 of the grant cycle, a 140-hour Advanced Training Module (ATM), taught as a collaboration between LAVITA faculty and Jorge Reyes, GRYD's Director of Gang Intervention Programs. In the ATM, team members will be trained using a "guided group interaction approach"⁵⁹ in which group dynamics are intentionally used as a vehicle to reinforce direct practice principles, personal development, concrete tasks, applied theory, and broader policy issues. The approach draws on the group dynamics, scenario based methodology, as well as some components of the current curriculum used for LAVITA.

⁵⁹ Dean, Hepworth, Ronald Rooney, Glenda Rooney, Kimberly Strom-Gottfried, and Joann Larson. *Direct Social Work Practice: Theory and Skills*. 8th ed. Cengage Learning, 2010. Print.

The ATM training platform comprises a “facilitator” who tracks and guides group development while a specific subject matter “instructor” simultaneously provides content. The role of the instructor is to provide subject matter expertise that will enhance the practice of the *Proyecto Palabra* member. The role of the facilitator is to guide the emotional flow of the trainees through five stages: Pre-Affiliation, Power and Control, Intimacy, Differentiation, and Separation.⁶⁰ The ATM incorporates additional conceptual frameworks, training techniques, and processes that can be tracked, in order to build on some of the elements of Basic 101 Training. The ATM’s additional conceptual frameworks are derived from Communications Theory/Practice, Self Differentiation, Relational Triangles, and Group Development Theory.

Suppression

While neither GRYD staff nor GRYD contracted agencies implement law enforcement suppression strategies, they are called upon to deal with the community “side effects” of large scale take downs. These meetings often involve community meetings in which specific facts of the law enforcement operation are shared, and community members are encouraged to voice opinions regarding the operation. In the context of activities following large scale suppression strategies, participation by *Proyecto Palabra* will be evaluated on a case by case basis, depending on the nature of the operation.

Summer Night Lights

The Summer Night Lights Program is a violence reduction strategy that is implemented at 32 parks in high crime neighborhoods from July 4th through Labor Day weekend, Wednesday through Saturday 7pm to 12 midnight.⁶¹ The SNL program is a large scale community engagement strategy entering its fifth summer of implementation. The Program engages all

⁶⁰ Ibid.

⁶¹ Per Los Angeles Police Department – Crime Analysis Unit 2007.

community stakeholders along the family life cycle (i.e., infant to elderly residents). The notion of community stakeholders includes all members of the community including those who may be potential perpetrators of violence (e.g., gang members) as well as those who may be potential victims of violence. The core programmatic components of the SNL program are:

Extended Programming: Extended programming includes a variety of activities such as the provision of meals, cooking classes, athletic programming, arts programming, and other skill-based programs. ***The Youth Squad:*** The Youth Squad hires youth from the community who are at-risk for gang involvement and engaging in gang violence. Youth Squad members are then given extensive training in five areas: career building, financial literacy, violence awareness, asset mapping, and health. ***The Intervention Component:*** Community Intervention Workers are hired from the community to engage in proactive peace-making activities as well as violence interruption strategies throughout the SNL program. ***The Law Enforcement Engagement Component:*** LAPD is an active partner in the programming of SNL. Law enforcement presence at SNL sites takes the form of active participation and interaction with all community members in sports, cooking, and arts activities.

In the context of SNL, *Proyecto Palabra* will establish cease fire truces at three SNL sites that have been identified as frequented by MS-13 and/or 18th Street members, associates, affiliates, and sympathizers. These are Lemon Grove Park, Lafayette Park, and Toberman Park. The implementation of *Proyecto Palabra* in relation to Summer Night Lights will start in March 2013.

Transnational Component

The proposed San Salvador Gang Reduction and Youth Development Zone is the natural evolution of collaborations at a macro level between The City of Los Angeles and San Salvador,

as well as between the GRYD Office and the Salvadoran community of service providers in Los Angeles. Some of these collaborations include: **2005** A Sister City Agreement between Los Angeles and San Salvador was signed by the Mayor of San Salvador Carlos Rivas Zamora and then Los Angeles Mayor James K. Hahn. **2007** Mayor Villaraigosa visits San Salvador and meets with President Tony Saca and San Salvador Mayor Violeta Menjívar; a public safety MOU is signed between LAPD and Civilian Police; Mayor hosts a USAID roundtable discussion with NGO's, government officials to discuss best practices gang violence reduction strategies. **2008** GRYD Associate Director Mildred Lopez presented on a panel hosted by USAID highlighting gang prevention and intervention efforts in Los Angeles. This event was held in partnership with Sistema de Integración Centroamericano (SICA). **2009** Two delegations are organized by the Sister City Committee: to monitor the elections in El Salvador and to witness the swearing in of the new President of El Salvador; Initial talks began regarding potential gang violence reduction collaboration between Los Angeles-San Salvador. **2009 and 2010** Secretary of Strategic Affairs Hato Hasbun visits Los Angeles and meets with Los Angeles Deputy Mayor Guillermo Cespedes and Chief Bratton to discuss potential gang prevention and intervention strategies that could be implemented in El Salvador. **2011** The Director of the National Civilian Police, Dr. Carlos Ascencio, visits Los Angeles for follow up meetings with Deputy Mayor Guillermo Cespedes and Police Chief Charlie Beck. **2012** Deputy Mayor Guillermo Cespedes and GRYD Associate Director Mildred Lopez visit San Salvador to meet with RTI, a network of service providers, and community members, and collaborate on the adaptation of the Los Angeles comprehensive strategy approaches to the cultural, socioeconomic, and political conditions of El Salvador as a potential pilot project to be funded by USAID.

Proposed Strategy Approaches:

In collaboration with RTI and services providers the proposed GRYD comprehensive model will be adapted to fit the cultural, socioeconomic and political conditions of El Salvador. The adapted GRYD approach will be implemented in one municipality. The proposed pilot to be funded by USAID will be evaluated in terms of violence reduction, and reduction of risk factors in relation to an established baseline and in comparison to non pilot areas. All program strategies that comprise the comprehensive model have been implemented and evaluated as effective in 12 gang reduction and youth development zones (high gang impacted areas) of Los Angeles, California.

The proposed San Salvador Gang Reduction and Youth Development Model will implement inter-related program strategies along five prongs. These are: Primary Prevention, Secondary Prevention, Intervention Case Management, Intervention Violence Interruption, Summer Night Lights Strategies, Community Law Enforcement Engagement, and Coordination of Services following law enforcement suppression efforts. The transnational activities of *Proyecto Palabra* will be funded through a combination of a grant submitted by Research Triangle Institute to USAID, and private funds leveraged by the Mayor's Office of Gang Reduction and Youth Development. OJJDP Funding will NOT be used for any of the technical assistance sessions; or the learning exchanges being planned.

E. Capabilities and Competencies - The Mayor's Office of Gang Reduction and Youth Development (GRYD) will directly oversee the contractual requirements and program implementation of the grant (Attachment - GRYD Organizational Chart). The duties and responsibilities of specific GRYD staff are outlined below:

Mayor Antonio R. Villaraigosa: GRYD is under the auspices of the Mayor's Office, and the Mayor has final authority and oversight of GRYD.

Deputy Mayor – Director of GRYD: The Deputy Mayor reports to the Mayor and is accountable for the successful implementation of the Mayor's gang reduction strategy (gang prevention, intervention and re-entry) in the City of Los Angeles, which includes the proposed Watts Cease Fire program (resume is attached).

Regional Manager (RM) – The GRYD RM will be assigned to work full-time on Proyecto Palabra during the three-year grant period. The RM will serve as the Gang Intervention Supervisor for Proyecto Palabra, overseeing the work of all members of Team Palabra, including the Community Intervention Workers and Case Managers, on the ground, ensuring that intervention strategies are carried out effectively. The RM will also serve as the direct contact between the Team Palabra members and other partners, including LAPD and El Salvador counterparts.

Screening of Gang Intervention Workers- The GRYD Office has an established screening that includes fingerprinting, background checks, and a board made up of GRYD staff, probation, and LAPD. In addition there are additional screenings through the Professional Standards Board at LAVITA

Los Angeles Conservation Corps: The GRYD Office proposes to contract with LACC to oversee the recruitment and hiring of 6 Community Intervention Workers and 2 Case Managers. The Regional Manager will directly oversee the hiring and program implementation process. The GRYD Office has successfully planned, implemented and overseen a number of significant gang violence reduction programs for the City of Los Angeles since the GRYD Office was launched in 2007. GRYD and the City are currently operating the following programs and will be made available to clients participating in the Proyecto Palabra program:

2.II. Program Budget

Budget Detail Worksheet

Purpose: The Budget Detail Worksheet may be used as a guide to assist you in the preparation of the budget and budget narrative. You may submit the budget and budget narrative using this form or in the format of your choice (plain sheets, your own form, or a variation of this form). However, all required information (including the budget narrative) must be provided. Any category of expense not applicable to your budget may be deleted.

A. Personnel - List each position by title and name of employee, if available. Show the annual salary rate and the percentage of time to be devoted to the project. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization.

Name/Position	Computation	Cost
Regional Manager	\$64,310 Annual Salary at 100% FTE x 3 Years	\$192,930.00
Accountant	\$60,907 Annual Salary at 10% FTE x 3 Years	\$18,272.00
SUB-TOTAL		\$211,202.00

B. Fringe Benefits - Fringe benefits should be based on actual known costs or an established formula. Fringe benefits are for the personnel listed in budget category (A) and only for the percentage of time devoted to the project.

Name/Position	Computation	Cost
Regional Manager (1 position)	\$64,310 Annual Salary at 22.21% Fringe Rate x 100%	\$42,850.00
Accountant	\$60,907 Annual Salary at 10% FTE x 22.21% x 3 years	\$4,059.00
	\$60,907 Annual Salary at 10% FTE x 22.21% x 3 years	
SUB-TOTAL		\$46,909.00
Total Personnel & Fringe Benefits		\$258,111.00

C. Travel - Itemize travel expenses of project personnel by purpose (e.g., staff to training, field interviews, advisory group meeting, etc.). Show the basis of computation (e.g., six people to 3-day training at \$X airfare, \$X lodging, \$X subsistence). In training projects, travel and meals for trainees should be listed separately. Show the number of trainees and the unit costs involved. Identify the location of travel, if known. Indicate source of Travel Policies applied, Applicant or Federal Travel Regulations.

Purpose of Travel	Location	Item	Computation	Cost
National Training hosted by OJJDP	Washington, DC	Airfare	\$600 x 3 tickets	\$1,800.00
National Training hosted by OJJDP	Washington, DC	Lodging	\$200 per night x 3 nights x 3 ⁺	\$1,800.00
National Training hosted by OJJDP	Washington, DC	Transportation	\$50 per person x 3 people	\$150.00
National Training hosted by OJJDP	Washington, DC	Per Diem	\$60 per day x 3 days x 3 per ⁺	\$540.00
TOTAL				\$4,290.00

D. Equipment - List non-expendable items that are to be purchased. Non-expendable equipment is tangible property having a useful life of more than two years and an acquisition cost of \$5,000 or more per unit. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Expendable items should be included either in the "supplies" category or in the "Other" category. Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially high cost items and those subject to rapid technical advances. Rented or leased equipment costs should be listed in the "Contractual" category. Explain how the equipment is necessary for the success of the project. Attach a narrative describing the procurement method to be used.

Item	Computation	Cost
TOTAL		\$0.00

E. Supplies - List items by type (office supplies, postage, training materials, copying paper, and expendable equipment items costing less than \$5,000, such as books, hand held tape recorders) and show the basis for computation. (Note: Organization's own capitalization policy may be used for items costing less than \$5,000). Generally, supplies include any materials that are expendable or consumed during the course of the project.

Supply Items	Computation	Cost
Office Supplies	\$50 x 12 months x 3 years	\$1,800.00
Program Supplies (Community Action Team)	\$100 per month x 12 months x 3 years	\$3,600.00
1 Dell Laptop Computer	1 Dell Laptop Computer + accessories	\$1,300.00
1 HP Laserjet P1606dn Printer	1 printer x \$200	\$200.00
Software Licenses	1 Microsoft Office x \$241 + 1 Adobe x \$199	\$440.00
		TOTAL \$7,340.00

F. Construction - As a rule, construction costs are not allowable. In some cases, minor repairs or renovations may be allowable. Check with the program office before budgeting funds in this category.

Purpose	Description of Work	Cost
		TOTAL \$0.00

G. Consultants/Contracts - Indicate whether applicant's formal, written Procurement Policy or the Federal Acquisition Regulations are followed.

Consultant Fees: For each consultant enter the name, if known, service to be provided, hourly or daily fee (8-hour day), and estimated time on the project. Consultant fees in excess of \$450 per day require additional justification and prior approval from OJP.

Name of Consultant	Service Provided	Computation	Cost
			Subtotal \$0.00

Consultant Expenses: List all expenses to be paid from the grant to the individual consultants in addition to their fees (i.e., travel, meals, lodging, etc.)

Item	Location	Computation	Cost
			Subtotal \$0.00

Contracts: Provide a description of the product or service to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts. A separate justification must be provided for sole source contracts in excess of \$100,000.

Item	Cost
The City of Los Angeles will contract with Los Angeles Conservation Corps (LACC), a non-profit organization that will serve as the administrative and fiscal partner for this project. LACC will lead in the recruitment and hiring of Crisis Intervention Workers and case managers. \$389,760 per year to oversee recruitment and hiring of key intervention staff + \$125,280 in administrative costs (12%) x 3 years = \$1,169,280.00	\$1,169,280.00
The City of Los Angeles will contract with Advancement Project, a non-profit organization to conduct a community assessment of the methods of extortion used within the small and mid size business owners and shop keepers in the Rampart/Pico Union area. \$50,000 x 1 year contract	\$50,000.00
Subtotal \$1,219,280.0	
TOTAL \$1,219,280.0	

H. Other Costs - List items (e.g., rent, reproduction, telephone, janitorial or security services, and investigative or confidential funds) by major type and the basis of the computation. For example, provide the square footage and the cost per square foot for rent, or provide a monthly rental cost and how many months to rent.

Description	Computation	Cost
Cell Phone + Accessories for Regional Manager (respond to gang-related incidents)	\$200 x 1 cell phone + \$100 accessories	\$300.00
Cell Phone Plan	\$100 per month x 12 months x 3 years	\$3,600.00
Gang Intervention Gear for Gang Intervention Workers to be easily identified by law enforcement and as a resource for community members + gang members that wish to participate in services	Jackets, polo shirts with agency emblem, backpacks, etc.	\$3,479.00
Community Events + Peacekeeping Activities (Peace marches, employment and resource fairs, sports events and outings, etc)	\$300 per event x 4 per year x 3 years	\$3,600.00
TOTAL		\$10,979.00

I. Indirect Costs - Indirect costs are allowed only if the applicant has a Federally approved indirect cost rate. A copy of the rate approval, (a fully executed, negotiated agreement), must be attached. If the applicant does not have an approved rate, one can be requested by contacting the applicant's cognizant Federal agency, which will review all documentation and approve a rate for the applicant organization, or if the applicant's accounting system permits, costs may be allocated in the direct costs categories.

Description	Computation	Cost
TOTAL		\$0.00

Budget Summary- When you have completed the budget worksheet, transfer the totals for each category to the spaces below. Compute the total direct costs and the total project costs. Indicate the amount of Federal requested and the amount of non-Federal funds that will support the project.

Budget Category	Amount
A. Personnel	<u>\$211,202.00</u>
B. Fringe Benefits	<u>\$46,909.00</u>
C. Travel	<u>\$4,290.00</u>
D. Equipment	<u>\$0.00</u>
E. Supplies	<u>\$7,340.00</u>
F. Construction	<u>\$0.00</u>
G. Consultants/Contracts	<u>\$1,219,280.00</u>
H. Other	<u>\$10,979.00</u>
Total Direct Costs	<u>\$1,500,000.00</u>
I. Indirect Costs	<u>\$0.00</u>
TOTAL PROJECT COSTS	<u>\$1,500,000.00</u>

Federal Request	<u>\$1,500,000.00</u>
Non-Federal Amount	<u>\$2,400,000.00</u>

Gang Reduction and Youth Development (GRYD) Office

Proyecto Palabra:

Budget Narrative

A. Personnel

Regional Manager (RM) – The GRYD RM will be assigned to work full-time on Proyecto Palabra during the three-year grant period. The salary is consistent with those who have similar levels of responsibility in the Mayor's Office. The RM will serve as the Gang Intervention Supervisor for Proyecto Palabra, overseeing the work of all members of Team Palabra, including the Gang Intervention Workers and Case Managers, on the ground, ensuring that intervention strategies are carried out effectively. The RM will also serve as the direct contact between the Team Palabra members and other partners, including LAPD and El Salvador counterparts. The GRYD RM will oversee all program and grant management functions including implementation and oversight; reporting to the grantor and/or key leaders; community relations; and technical assistance of the GRYD comprehensive strategy.

Specific duties of the RM include:

- Administer the comprehensive Gang Reduction and Youth Development strategy and all of its components within the Mayor's Office for the GRYD Zone identified;
- Implement gang intervention initiatives and specific programming in designated GRYD zone (i.e. crisis response, Summer Night Lights oversight, gang specific task forces, peacekeeping activities, transnational communication, and staff training);
- Serve as the direct contact for internal/external working groups such as LAPD, community residents, and providers to ensure GRYD goals and objectives remain at the forefront;
- Provide technical assistance to GRYD contractors providing direct programming;
- Coordinate and implement a Community Action Team and community event planning in support of comprehensive gang reduction strategies;
- Implement Community Education Campaign initiatives in coordination with gang prevention and intervention providers; working closely with local educational institutions, such as LAUSD and LACOE in educating staff on GRYD initiatives;
- Ensure participation and collaboration from local stakeholders including law enforcement, schools, community organizations, juvenile justice agencies, and faith-based institutions;
- Assist with the development and review of internal documents related to program development and implementation;
- Assist with the oversight and monitoring of GRYD contractors;
- Coordinate and implement the Mayor's Summer Night Lights program at designated parks and recreation centers between 4th of July and Labor Day Weekend; and
- Support GRYD activities including but not limited to Gun Buyback, Training (GRYD intervention model of practice, interdisciplinary team, Los Angeles Violence Intervention

Training Academy, case management, peer learning network) and Gang Violence Intervention (responding to gang-related incidents).

1 Regional Manager x \$64,310 annual salary @100% x 3 years=\$192,930

Accountant – The GRYD Accountant will devote 10% of her or his time during the three-year grant period to financial management and reporting services related to Proyecto Palabra. The Accountant is part of the GRYD Administrative Team, which is responsible for overseeing city contracts providing direct services including gang prevention, intervention, evaluation, and training. Under the supervision of the Associate Director of the Mayor's GRYD Office, the Accountant will perform duties and tasks related to the financial management and reporting of City General Funds and State and Federal grants, including:

- Audit and process GRYD contractor monthly expenditures to ensure compliance with contract requirements and Controller Office and federal guidelines and adherence to budget limitations and accurate accounting;
- Create authority tables, setup purchase orders, and process encumbrances and payment transactions within the City's Financial Management System (FMS);
- Process supply requisitions, purchase orders, and other procurement transactions within the City Supply Management System (SMS);
- Assist in preparing financial reports of revenue and expenditure in accordance with grant requirements;
- Assist in preparing single audit schedules and GAAP conversion worksheets;
- Assist in preparing financial reports for management and City Departments;
- Assist in preparing grant revenue and expenditure projections for the annual City budget;
- Other related duties and tasks as assigned.

1 Accountant x \$60,907 annual salary @ 10% x 3 years=\$18,272

PERSONNEL COSTS: \$211,202

B. Fringe Benefits

The fringe benefit percentage for all grant-funded programs in the Mayor's Office is established in the City's Cost Allocation Plan 32, October 2010. Benefits include Retirement, FLEX Benefit Program (Health, Dental, Basic Life Insurance), Employee Assistance, Ordinance Life Insurance, Medicare, Social Security, PST 457 Retirement Plan, Union Sponsored Benefits, Unused Sick/Vacation Payout, Unemployment Insurance, Workers Compensation, and Hiring Hall Fringe.

**1 Regional Manager x \$64,310 annual salary x 100% x 35.33% fringe benefits x 3 years =
\$68,162.00**

1 Accountant x \$60,907 annual salary x 10% x 35.33% fringe benefits x 3 years = \$6,455

COST OF FRINGE BENEFITS: \$74,617.00

TOTAL PERSONNEL AND FRINGE: \$285,819.00

C. Travel

Three members of Team Palabra will travel to the OJJDP national training event in Washington, D.C., during the first year of the grant. Roundtrip airfare, lodging, and transportation estimates are based on comparable travel recently undertaken by GRYD staff. Per diem is the established City of Los Angeles rate.

Airfare – 1 Roundtrip Ticket to Washington, D.C. x \$600 per ticket x 3 staff = \$1,800.00

Lodging – 1 Room per night in Washington, D.C. x \$200 x 3 nights x 3 staff = \$1,800.00

Transportation (To and From Airport) - \$50 per person x 3 staff = \$150.00

Per Diem - \$60.00 per day x 3 days x 3 staff = \$540.00

TRAVEL COSTS: \$4,290.00

D. Equipment

N/A

E. Supplies

Monthly estimates of office supply and training material costs are based on expenses for comparable programs within the GRYD office.

Office Supplies –

\$76.11 per month x 12 months x 3 years = \$2,740.00

Program Supplies (i.e. Community Action Team) –

\$100.00 per month x 12 months x 3 years = \$3,600.00

In addition, one computer workstation (hardware and software, printer) will be purchased for use by the Regional Manager of Team Palabra in the GRYD office. Among other purposes, the workstation will serve as the communications link between Team Palabra and their counterparts in San Salvador, via Skype. Purchase price estimates are based on comparable equipment purchases by the GRYD office.

**Laptop Computer – 1 Dell Laptop Computer for 1 Regional Manager + accessories
(i.e. keyboard, docking station) = \$1,300.00**

Software – 1 Adobe + 1 Microsoft Office License = \$440.00

Printer – 1 HP Laserjet P1606dn Printer for 1 Regional Manager = \$200.00

COST OF SUPPLIES: \$8,280.00

F. Construction

N/A

G. Consultants/Contracts

Contracts: *Sole-source contracts* - The City of Los Angeles is requesting to amend the approved sole source contract with Los Angeles Conservation Corps (LACC) **and instead, contract with PHFE/Aztecs Rising** to provide oversight of the recruitment and hiring of Gang Intervention Workers and Case Managers for Team Palabra in the Rampart community. Aztecs Rising has served as the contracted community based organization for the Cypress Park, Belmont and Rampart GRYD service areas since 2009. They are contractually required to serve 50 gang involved youth aged 14-25 per year and per area, using the family case management model. In additionally they respond to gang related violence incidents as a component of the 24-hour round-the-clock *response triangle* involving the City of Los Angeles GRYD office, Los Angeles Police Department, and Aztecs Rising. Aztecs Rising has extensive experience coordinating gang intervention services in the Rampart Zone, the focus of this grant, and has expertise developing peacekeeping interactions between the gangs of focus in Proyecto Palabra. Public Health Foundation Enterprises (PHFE) is an outstanding fiscal sponsor. PHFE has provided fiscal sponsorship, payroll, personnel recruitment, and contract compliance support for agencies, universities, non-profits, and healthcare organizations since 1968.

Of the \$389,760 annual cost of the contract, GRYD estimates that \$348,000 each year will pay the salaries and benefits of eight full-time members of Team Palabra. The total amount for three years will be \$1,137,960 (\$1,044,000 personnel costs + \$93,960 administrative costs). These positions and their estimated salaries and benefits include the following:

Position	No. of Personnel	Salary	Benefits	Total
Gang Intervention Workers	6	\$35,000 annual salary x 6 GIW's = \$210,000	\$210,000 x 20% = \$42,000	\$252,000 per year x 3 years = \$756,000
Case Managers	2	\$40,000 annual salary x 2 Case Managers = \$80,000	\$80,000 x 20% = \$16,000	\$96,000 per year x 3 years = \$288,000
Total Personnel Costs:				\$1,044,000.00
Indirect Cost (9%):				\$93,960.00
Total Contract:				\$1,137,960.00

In addition to paying the Team Palabra members, the PHFE/Aztecs Rising contract will pay for annual administrative costs of 9% (direct costs) totaling \$93,960. All PHFE/Aztecs Rising figures are based on comparable contracts issued by GRYD to community partners.

The City of Los Angeles is also proposing to contract with **the Advancement Project (AP)** to conduct a community assessment of the methods of extortion used within the small and mid-size business owners and shopkeepers in the Rampart/Pico Union area. AP is an innovative civil rights law, policy, and communications nonprofit "action tank" that advances universal opportunity and a just democracy for those left behind in America. AP believes that sustainable progress can be made when multiple tools—law, policy analysis, strategic communications, technology, training, and research—are coordinated with grassroots movements. AP was founded in 1999 in Los Angeles and Washington DC by veteran civil rights lawyers who were looking for new ways to dismantle structural barriers to inclusion, secure racial equity, and expand opportunity for all.

With its strong ties to diverse communities, unlikely alliances, policy and legal expertise, and creative use of technology, AP and its partners have won over \$15 billion to extend opportunity. Whether it is to build 150 schools, transform the City of Los Angeles' approach to its gang epidemic, or revolutionize the use of data in policymaking, AP evens the odds for communities striving to attain equal footing and equal treatment.

The AP played a major role in the establishment of GRYD through its advocacy for a new approach to policing and gangs in Los Angeles. AP's Urban Peace Academy will also provide LA VITA training to members of Team Palabra. The AP has extensive experience in assessing community needs in Los Angeles as well as in working with gang intervention programs. It is uniquely qualified to undertake this assessment of extortion in the Rampart/Pico-Union neighborhood. The budget amount is derived from the cost of a comparable study recently completed for GRYD.

Contract with PHFE/Aztecs Rising - \$1,137,960

Contract with Advancement Project –

\$50,000 to conduct a community assessment x 1 year = \$50,000.00

CONSULTANTS/CONTRACTS COSTS: \$1,187,960.00

H. Other Costs

One cell phone and a monthly service plan will be purchased for the RM to enable her or him to respond quickly to gang-related incidents. A number of these will be crisis incidents that require immediate action. The RM must be accessible by phone at all times. The cost of the phone, accessories, and service plan are all based on comparable communications costs recently incurred by GRYD.

Cell Phone and Accessories–

\$300.00

1 cell phone x \$200 per cell phone x 1 for the Regional Manager

+ \$100 for accessories (i.e. cell phone case, Bluetooth) = \$300.00

Cell Phone Plan --	\$3,600
\$100 per month x 1 cell phone x 1 Regional Manager x 12 months x 3 years = \$3,600.00	
Gang Intervention Gear (i.e. jackets, polo's, backpacks)	\$4,001
Six Jackets @ \$55/each = \$330	
Six Polo Shirts @ \$38.50 each = \$230	
86 Backpacks @ \$40/each = \$3,440	
Community Events and Peacekeeping Activities --	\$4,800
\$400.00 per event x 4 per year x 3 years = \$4,800.00	
Updated data collection Rampart GRYD Zone Maps -	\$500
4-5 maps, essential for mapping of Ms13 & 18 th Street gang activity within and surrounding the Rampart Zone; price ranges from \$75.00 each to \$125.00 each; i.e. 2 @ \$75.00, 1 @ \$100, and two @ \$125.00 = Total is \$500 for maps.	
GRYD Group Skype and Social Media Communications for TA --	\$450
\$15/mo x 30 months = \$450.00	
<u>OTHER COSTS: \$13,651.00</u>	
I. Indirect Costs	
N/A	
TOTAL BUDGET	\$1,500,000

2.III. Program Staff Positions



Office of Mayor Antonio R. Villaraigosa

Gang Reduction and Youth Development Regional Manager
Job Description

Department: Mayor's Office of Gang Reduction and Youth Development

Position: Regional Manager – Intervention Team - Exempt Position

Duties and Responsibilities: The Gang Reduction and Youth Development (GRYD) Program is a comprehensive gang reduction program administered by the Mayor's Office of Gang Reduction and Youth Development. The GRYD program aims to effectively reduce gang crime and violence in specific geographic areas through the application of evidence-based gang prevention, intervention, reentry, and suppression strategies. The GRYD Regional Manager oversees all program management functions including program implementation and oversight, community relations, and technical assistance of the GRYD comprehensive strategy.

Specific duties of the Regional Manager include:

- Administer the comprehensive Gang Reduction and Youth Development strategy and all of its components within the Mayor's Office for the GRYD Zone(s) identified;
- Implement gang intervention initiatives and specific programming in designated GRYD zones (i.e. crisis response, Summer Night Lights oversight, gang specific task forces);
- Provide technical assistance to GRYD contractors providing direct programming;
- Provide program updates to Mayor's Office, City Council, and Council Committees, including the Public Safety Committee;
- Coordinate and implement a Community Action Team and community event planning in support of comprehensive gang reduction strategies;
- Implement Community Education Campaign initiatives in coordination with gang prevention and intervention providers;

working closely with local educational institutions, such as LAUSD and LACOE in educating staff on GRYD initiatives;

- Ensure participation and collaboration from local stakeholders including law enforcement, schools, community organizations, juvenile justice agencies, and faith-based institutions;
- Serve as a liaison for internal/external working groups such as LAPD, Housing Authority of the City of Los Angeles, community residents, and providers to ensure GRYD goals and objectives remain at the forefront;
- Assist with the development and review of internal documents related to program development and implementation;
- Assist with the oversight and monitoring of GRYD contractors;
- Coordinate and implement the Mayor's Summer Night Lights program at designated parks and recreation centers during the summer months; and
- Support GRYD activities including but not limited to Gun Buyback, Training (GRYD intervention model of practice, interdisciplinary team, Los Angeles Violence Intervention Training Academy, case management, peer learning network) and Gang Violence Intervention (responding to gang-related incidents).

Requirements:

- Must have the ability to work with a diverse population and have knowledge and the understanding of working in areas with gang members and their families;
- 3-5 years experience with administering juvenile delinquency/gang prevention and intervention/reentry programs and contract administration;
- Graduation from an accredited four-year university with major course work in public administration, sociology, psychology, social work or a related field; Master degree in above-mentioned fields preferred but not required;
- Ability to communicate effectively orally and in writing;
- Ability to analyze complex information and develop plans to address identified issues;
- Ability to effectively demonstrate negotiation and facilitation skills;

- Ability to deliver professional presentations in both local and national arenas addressing juvenile delinquency/gang prevention strategies;
- Contract administration and basic grant budgeting processes;
- Excellent time management skills, well-organized, detail-oriented and able to work both independently and under minimal supervision;
- Ability to work as part of a program administration team;
- Ability to understand, interpret, apply and communicate complex regulations, policies and procedures;
- Strong interpersonal skills to develop and maintain cooperative, professional and productive work relationships; and
- Bilingual in English and Spanish desired but not required.

Start Date and Salary: Anticipated start date for this position is immediate. Compensation will be negotiated within an established annual salary range commensurate with demonstrated skills and work experience.

Qualified candidates should email a cover letter and resume to:

Gang Reduction and Youth Development
Office of Mayor Antonio R. Villaraigosa
lagryd@lacity.org

or you can mail a copy to:

Office of Mayor Antonio R. Villaraigosa
Gang Reduction and Youth Development
200 N. Spring Street, Room 303
Los Angeles, California 90012
Attention: Jorge Reyes, Director of Intervention Programs

If you have any questions related to this position description, you may call our office at (213) 473-7796.



Office of Mayor Antonio R. Villaraigosa

Job Description: Accountant

Department: Mayor's Office of Gang Reduction and Youth Development

Position: Accountant – Exempt Position

The Gang Reduction and Youth Development (GRYD) program is a comprehensive gang reduction program administered by the Mayor's Office. The GRYD program aims to effectively reduce gang crime and violence in specific geographic areas through the application of evidence-based gang prevention, intervention, reentry, and suppression strategies. The GRYD Administrative Team is responsible for overseeing city contracts providing direct services including gang prevention, intervention, evaluation, and training.

Duties and Responsibilities: Under the supervision of the Associate Director of the Mayor's Office of Gang Reduction and Youth Development, the Accountant will perform duties and tasks related to the financial management and reporting of City General Funds and State and Federal grants, including:

- Audit and process GRYD contractor monthly expenditures to ensure compliance with contract requirements and Controller Office guidelines and adherence to budget limitations and accurate accounting;
- Create authority tables, setup purchase orders, and process encumbrances and payment transactions within the City's Financial Management System (FMS);
- Process supply requisitions, purchase orders, and other procurement transactions within the City Supply Management System (SMS);
- Assist in preparing financial reports of revenue and expenditure in accordance with grant requirements;
- Assist in preparing single audit schedules and GAAP conversion worksheets;
- Assist in preparing financial reports for management and City Departments;
- Assist in preparing grant revenue and expenditure projections for the annual City budget;
- Other related duties and tasks as assigned.

Requirements:

- Graduation from a recognized four-year college or university, with either a major in accounting or at least 24 semester/36 quarter units in accounting, or at least two years of accounting experience at the level of City Accountant;
- Working knowledge of Generally Accepted Accounting Principles (GAAP), Generally Accepted Auditing Standards (GAAS), and other governmental regulations and cost principles (i.e. OMB circulars); and
- Working knowledge in data processing principles as they apply to accounting and general auditing principles;
- Ability to communicate effectively orally and in writing;
- Ability to analyze complex information and develop plans to address identified issues;
- Excellent time management skills, well-organized, detail-oriented and able to work both independently and under minimal supervision;
- Ability to work as part of a program administration team; ability to understand, interpret, apply and communicate complex regulations, policies and procedures; and strong interpersonal skills to develop and maintain cooperative, professional and productive work relationships;
- Ability to work with non-profit organizations and City department staff; and
- Proficiency in Microsoft Word and Excel programs.

Preference will be given to candidates with:

- At least two years of paid City experience in grant management and financial reporting at the level of Accountant or Accounting Clerk;
- Working knowledge of the City Financial Management System (FMS), the City-wide City Cost Accounting System (CCAS), and the City Supply Management System (SMS), as well as proficiency with Microsoft Word and Excel software programs; and
- Sound knowledge of policies and procedures outlined in the City Charter, City Administrative Code, Executive Directives, CAO Rules, Civil Service Rules; working general knowledge of the financial structure of the City.
- Knowledge in auditing principles; attention to detail; ability to resolve any unforeseen issues.

Fair Labor Standards Act Status:

All of the positions in this class qualify for an administrative exemption from the overtime requirements of the Fair Labor Standards Act. All of the positions are exempt from Civil Service. As provided in Civil Service Commission Rule 2.5 and Section 4.55 of the Administrative Code, this specification is descriptive, explanatory and not restrictive. It is not intended to declare what all of the duties, responsibilities, and required qualifications of any position shall be.

Salary Range: Compensation will be negotiated within an established annual salary range at the level of Mayoral Aide V of \$52,283.52 to \$64,957.68, commensurate with demonstrated skills and work experience.

2.IV. Program Timeline

Proyecto Palabra Program Timeline

Month	Objective/Goal	Expected Completion Date	Personal Responsible
1	Identify Gang Intervention Workers (GIWs) for Proyecto Palabra.	Beginning of Month 2.	Regional Manager
2	Begin LAVITA training for Proyecto Palabra GIWs.	End of Month 3.	Regional Manager
4	Begin Advanced Training Module (ATM) for LAVITA.	End of Month 9.	Regional Manager
4	Launch the Rampart Community Action Team (CAT)	End of Month 36.	Regional Manager
4	Launch the first Community Education Campaign (CEC)	End of Month 12.	Regional Manager
4	Launch Gang Prevention Services	End of Month 36.	Regional Manager oversees implementation by contracted Agency
4	Launch Intervention Case Management	End of Month 36.	Regional Manager oversees implementation by contracted Agency
4	Launch of Crisis Response	End of Month 36.	Regional Manager responds to incidents and oversees the response by the relational triangle
6	Gun Buyback 2013	End of Month 8.	Regional Manager
6	Summer Night Lights 2013	End of Month 12.	Regional Manager
13	Technical Assistance Exchange with El Salvador	End of Month 36.	GRYD Deputy Mayor
16	Launch second CEC	End of Month 24.	Regional Manager
18	Gun Buyback 2014	End of Month 20.	Regional Manager
18	Summer Night Lights 2014	End of Month 24.	Regional Manager
28	Launch third CEC	End of Month 36.	Regional Manager
30	Gun Buyback 2015	End of Month 32.	Regional Manager
30	Summer Night Lights 2015	End of Month 36.	Regional Manager

2.V. Program Logic Model

LOGIC MODEL - PROYECTO PALABRA: REDUCING GANG VIOLENCE THROUGHOUT LOS ANGELES

PROBLEM: Many of the violent crimes committed throughout Los Angeles are the work of two notorious gangs, MS-13 and 18th Street. More than one quarter of the violent crimes in Los Angeles' Rampart GRYD Zone are committed by members of these two gangs.

SUBPROBLEMS: High levels of gang activity in the target community, increased risk of gang involvement among young people 10-15 years old, developing intra-gang trans-national relational networks.

GOALS: 1) Reduce the number of gang-related violent crimes and extortion within the Rampart GRYD Zone by 15% and 2) reduce the number of violent crimes perpetrated by members of the MS-13 and 18th Street gangs throughout the City of Los Angeles by 15%.

OBJECTIVES	ACTIVITIES	OUTPUT MEASURES	OUTCOME MEASURES
Transform community norms concerning violence by engaging in community-wide campaigns to alert residents to behaviors associated with gang joining; by lessening the signs of gang involvement in the community; and by assessing the impact of gang-related extortion on the community.	<ol style="list-style-type: none"> 1. Make community presentations regarding empirical evidence for risk factors and associated behaviors associated with gang joining among youths 10-15. 2. Implement gun buy-backs, provide tattoo removal service for active gang members. 3. Collaborate in an assessment of methods and volume of unreported business extortions in the Rampart GRYD Zone. 	<ol style="list-style-type: none"> 1. No. of presentations 2. No. of attendees 3. No. of tattoos removed 4. No. of guns surrendered 5. No. of reports produced 	<p><u>SHORT-TERM</u></p> <ol style="list-style-type: none"> 1. Change in number of gang-related violent crimes in Rampart GRYD Zone during the grant period 2. Change in number of violent crimes by MS-13 and 18th Street gangs City-wide during the grant period 3. Change in number of truce periods between MS-13 and 18th Street gangs
Provide alternatives to violence by creating ways for rival gangs to make peace and by delivering effective family-based case management services to active gang members.	<ol style="list-style-type: none"> 4. Develop city-wide proactive peace-making activities between 18th St and MS-13 gangs. 5. Implement a gang cease-fire agreement in Summer Night Lights service areas. 6. Provide 50 gang members with counseling and referrals to employment services. 	<ol style="list-style-type: none"> 6. No. of peace-making activities 7. No. of cease-fires 8. No. of youths employed or in counseling 	<p><u>LONG-TERM</u></p> <ol style="list-style-type: none"> 4. Percent reduction in number of known gang members in Rampart Zone 5. Percent reduction in gang-related violent crime over five years. 6. Percent reduction in signs of gang activity in Rampart Zone
Increase the perceived risks and costs of involvement in violence by responding to all gang-related incidents of violence in the Rampart GRYD Zone and by providing consultation on gang dynamics of MS-13 and/or 18 th Street gangs on all incidents of documented MS-13 and 18 th Street violence.	<ol style="list-style-type: none"> 7. Use the violence interruption communications protocol to respond to all gang-related incidents of violence in the Rampart GRYD Zone. 8. Utilize a "license to operate" to gain a greater understanding of operations of 18th Street and MS-13 gangs. 9. Coordinate with law enforcement to respond to crises involving MS-13 and 18th Street gangs. 	<ol style="list-style-type: none"> 9. No. of effective responses to violence 10. No. of reports of transnational gang movements. 11. No. of crises alleviated 	

2.VI. Application Letters of Support

LOS ANGELES POLICE DEPARTMENT

CHARLIE BECK
Chief of Police



ANTONIO R. VILLARAIGOSA
Mayor

P. O. Box 30158
Los Angeles, Calif. 90030
Telephone: (213) 486-0150
TDD: (877) 275-5273
Ref #: 1.1

April 30, 2012

OJJDP-FY 2012 Community-Based Violence Prevention Demonstration Program
U.S. Department of Justice
Office of Justice Programs
810 Seventh Street, NW
Washington, DC 20531

Re: APPLICATION FOR SUPPORT FOR THE CITY OF LOS ANGELES' PROYECTO
PALABRA FROM THE COMMUNITY-BASED VIOLENCE PREVENTION
DEMONSTRATION PROGRAM

To Whom It May Concern:

I am writing this letter in strong support of the application submitted by the City of Los Angeles, Mayor Antonio R. Villaraigosa's Office of Gang Reduction & Youth Development (GRYD) for funding from the OJJDP FY 2012 Community-Based Violence Prevention Demonstration Program to support the implementation of the proposed Proyecto Palabra: "Word of Honor" project in Los Angeles' Rampart community.

In 2007, Mayor Villaraigosa and his Office of Gang Reduction & Youth Development established a comprehensive strategy for addressing gang violence and crime across the City of Los Angeles. An integral part of this strategy is determining specific zones within the City with the highest levels of gang violence and crime, and designating those zones as GRYD zones. In these GRYD zones, the Mayor's Office and the Los Angeles Police Department (LAPD) have worked together to build strong partnerships with community-based organizations that provide gang violence intervention, prevention, and re-entry services to over 11,000 families each year. Specifically, LAPD officers work closely with Gang Intervention Workers in ensuring immediate response to violent gang-related incidents when they occur, as well as activities to maintain peace in the community.

The proposed Proyecto Palabra program seeks to leverage these existing partnerships to implement an innovative initiative that will focus on the two most active gangs in the Rampart community – 18th Street gang (18th St.) and Mala Salvatrucha-13 (MS-13) gang. The LAPD strongly supports this strategy. Although we've experienced significant drops in gang-related crimes (38% in overall gang-related crimes in 2007 v. 2011) as a result of this partnership, the GRYD Office plans to implement a "gang specific" intervention program in the Rampart community that is vital to maintain these levels of peace. In addition, the transnational component of the project will serve to reduce potential levels of violence as Gang Intervention Workers work with 18th St. and MS-13 gang members who have ties to El Salvador and other parts of Central America.

The Los Angeles Police Department and the Mayor's Office of Gang Reduction & Youth Development will continue working together to provide opportunities for gang members who are ready to exit gangs and criminal lifestyles. We ask that you help us in these efforts by approving the City of Los Angeles's application for the Community-Based Violence Prevention Demonstration Program.



CHARLIE BECK
Chief of Police

cc: Guillermo Cespedes, MSW, Deputy Mayor
Mayor Antonio R. Villaraigosa's Office of Gang Reduction & Youth Development



WILLIAM T FUJIOKA
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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April 30, 2012

OJJDP-FY 2012 Community-Based Violence Prevention Demonstration Program
U.S. Department of Justice
Office of Justice Programs
810 Seventh Street, NW
Washington, DC 20531

Re: Application for support for the City of Los Angeles' Proyecto Palabra from the
Community-Based Violence Prevention Demonstration Program

Dear Sir or Madam:

I am writing this letter in strong support of the application submitted by the City of Los Angeles, Mayor Antonio R. Villaraigosa's Office of Gang Reduction & Youth Development (GRYD) for funding from the OJJDP FY 2012 Community-Based Violence Prevention Demonstration Program to support the implementation of the proposed Proyecto Palabra: "Word of Honor" project in Los Angeles' Rampart community.

In 2007, Mayor Villaraigosa and his Office of Gang Reduction & Youth Development established a comprehensive strategy for addressing gang violence and crime across the City of Los Angeles. An integral part of this strategy is determining specific zones within the City with the highest levels of gang violence and crime and designating those zones as Gang Reduction & Youth Development (GRYD) zones. In these GRYD zones, the Mayor's Office and the County of Los Angeles (County) have worked together to build strong partnerships with community-based organizations that provide gang violence intervention, prevention, and re-entry services to over 11,000 families each year. The County has work closely with GRYD staff to collaborate on efforts in several of the GRYD zones with the hope of reducing gang-related violence. The County and GRYD Office are also collaborating on an effort to bring tattoo removal services to several locations in Los Angeles, including the Rampart area.

The proposed Proyecto Palabra program seeks to leverage these existing partnerships to implement an innovative initiative that will focus on the two most active gangs in the

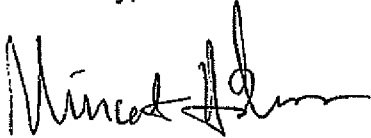
"To Enrich Lives Through Effective And Caring Service"

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Intra-County Correspondence Sent Electronically Only*

Rampart community – 18th St and MS-13. The County of Los Angeles strongly supports this strategy.

The County of Los Angeles and the Mayor's Office of Gang Reduction & Youth Development will continue working together to provide opportunities for gang members who are ready to exit gangs and criminal lifestyles. We ask that you help us in these efforts by approving the City of Los Angeles's application for the Community-Based Violence Prevention Demonstration Program.

Yours truly,

A handwritten signature in black ink, appearing to read "Vincent Holmes", with a stylized flourish at the end.

Vincent Holmes
County of Los Angeles, Chief Executive Office
Gang Violence Reduction Coordinator



April 27, 2012

OJJDP-FY 2012 Community-Based Violence Prevention Demonstration Program
U.S. Department of Justice
Office of Justice Programs
810 Seventh Street, NW
Washington, DC 20531

Re: Application for support for the City of Los Angeles' Proyecto Palabra from the
Community-Based Violence Prevention Demonstration Program

Dear Sir or Madam:

I am writing this letter in strong support of the application submitted by the City of Los Angeles, Mayor Antonio R. Villaraigosa's Office of Gang Reduction & Youth Development (GRYD) for funding from the OJJDP FY 2012 Community-Based Violence Prevention Demonstration Program to support the implementation of the proposed Proyecto Palabra: "Word of Honor" project in Los Angeles' Rampart community.

Catholic Relief Services (CRS) promotes peacebuilding in El Salvador through our at-risk youth violence prevention programs. CRS and our local partners are helping marginalized youth participate in civic and economic life in El Salvador through skill-building workshops, job placement, and community service programs, which help build trust and reconciliation between youth and their communities. Our programs operate in communities with high levels of gang violence and crime in the greater metropolitan area of San Salvador and Santa Ana.

We strongly support the GRYD's proposed Proyecto Palabra program as it seeks to focus on two of the most active gangs - 18th St and MS-13 - in both the Rampart community in Los Angeles and El Salvador. This innovative initiative includes a transnational component that will connect our intervention workers in El Salvador to Gang Intervention Workers in Los Angeles via Skype sessions throughout the project period. The goal of this partnership is to reduce potential levels of violence in Los Angeles through information sharing and technical assistance. We are enthusiastic about this collaboration as we believe it will begin addressing the transnational gang issue at a community level.

Catholic Relief Services is excited to be working with the Mayor's Office of Gang Reduction & Youth Development as we develop best-practices in gang violence reduction strategies for youth and their families in El Salvador. We ask that you help us in these efforts by approving the City of Los Angeles's application for the Community-Based Violence Prevention Demonstration Program.

Sincerely,



Erica Dahl-Bredine

Country Representative, Catholic Relief Services- El Salvador

cc:

Guillermo Cespedes, MSW, Deputy Mayor
Mayor Antonio R. Villaraigosa's Office of Gang Reduction & Youth Development

**Attachment 3: Intervention Agency
Scope of Work Template**

2012 – PB – FX – K003

**Office of Juvenile Justice and Delinquency Prevention
Community-Based Violence Prevention
Demonstration Program**

Attachment 1
Gang Reduction and Youth Development (GRYD)
Scope of Work for Intervention Providers
FY 2012-2013

Under this Agreement, the Contractor shall provide the following services in their designated Gang Reduction and Youth Development ("GRYD") Zone or Secondary Area, the boundaries of which have been set forth by the City. Specifically, the Contractor shall:

1. Respond to gang-related violence within the assigned GRYD area using the Violence Interruption and Crisis Response Protocol.
2. Assure that all Community Intervention Workers (CIWs) that have not been certified complete the Los Angeles Violence Intervention Training Academy basic 101 certification course.
3. Assure that all certified CIWs attend the advanced courses provided by the Los Angeles Violence Intervention Training Academy.
4. Provide case management services to gang involved youth and young adults between the ages of 14 and 25 through the use of the GRYD family centered model of practice.
5. Participate in outreach strategies designed to remove illegal guns from GRYD Zone neighborhoods during the GRYD Gun Buyback Program.
6. Provide the following services in relation to the Summer Night Lights ("SNL") programs at sites specified by the GRYD Office: a) Establish cease fire agreements between gangs surrounding the sites, prior to the start of the SNL Program, b) Provide violence interruption services within the SNL sites, and in the surrounding areas, c) Participate in community engagement strategies designed to build collaboration between community, gang intervention, and law enforcement, d) Participate in SNL specific trainings before the start of, and throughout the duration of the program, e) Participate in and design when appropriate, activities that will positively engage the participants most likely to be potential perpetrators of violence.
7. Adhere to established protocols regarding evaluation and data collection.
8. Participate in Peer Learning Networks scheduled by the GRYD Office.

Intervention agencies that are contracted with the City of Los Angeles as part of the GRYD program are contractually mandated to comply with this Scope of Services & Contractor Responsibilities. Budget documents should align with requirements outlined in this document. Failure to comply with these requirements will result in findings of non-compliance and may jeopardize your contractual relationship with the City of Los Angeles. To the fullest extent possible, Contractor shall coordinate its services, planning and activities with other City Contractors that target the same geographic service area so that funding provided under this Agreement is not used to duplicate services to the same Clients.

I. Scope of Services

A. Gang Violence Interruption (GVI) – Violence Interruption Crisis Response (VICR)

1. The Contractor will assign GRYD funded staff to a 24-hour, 7-day a week schedule to respond to crisis calls. Two phone lines funded by the City – a primary and a backup mobile phone – will be turned on and available at all times in case of a gang-related homicide, shooting, or other incidents of violence to ensure prompt response by Crisis Intervention Workers (CIWs). The GRYD Office will have Los Angeles Police Department (LAPD) generate Real-time Analysis and Critical Response (RACR) notifications to all GRYD CIWs and supervisors, that have passed the background clearance process.
2. All contracted CIWs are expected to have a “license to operate” within three areas: a) within specific neighborhoods/gangs/crews, b) within the community stakeholders in that specific neighborhood which includes non profit and faith based organizations, and c) within government agencies, council offices, and the Office of the Mayor.
3. CIW management shall provide a weekend deployment of CIWs with the following information:
 - A list of CIWs on call for the weekend with cell phone numbers.
 - What locations/gang areas CIWs are deployed for the weekend.
4. CIWs shall undergo a background clearance process. Passing background clearance is a prerequisite to obtaining access to confidential information from LAPD.
5. Contractor shall respond to scenes of gang related incidents, and or incidents that may have the potential to evoke retaliation (i.e. shootings, aggravated assaults, homicides) **within 15 minutes of being contacted by LAPD, RACR, or GRYD office.**
6. In cases in which a CIW is notified of an incident of violence, he/she shall contact a GRYD regional manager or supervisor within 15 minutes of having received the information.
7. CIWs shall respond to crime scenes in pairs.
8. CIWs that have “license to operate” in affected area(s) shall be the workers deployed to follow up on that incident.
9. CIWs shall immediately self deploy to scene, community, and/or hospital to follow up unless told otherwise by the GRYD Office.

10. When arriving at the scene of a gang-related incident:
 - i. CIWs shall evaluate the area of the incident and assess the "temperature" or potential for violence of the community.
 - ii. CIWs shall talk to surrounding community members to gather information and assess for rumor control.
 - iii. CIWs shall identify themselves to the detective or incident commander in charge of the scene by showing their GRYD badge and wearing a clearly labeled GRYD Polo-shirt/jacket or other uniform, if they have one.
11. Perform the following actions when responding to a gang-related incident:
 - i. Diffuse tensions by talking to other gang members in the area, while also assisting in rumor control.
 - ii. Conduct information gathering of the incident (ongoing feud, drug related, random act, mistaken identity, etc.) and determine potential for retaliation.
 - iii. Inform GRYD staff on your deployment and provide an update on the incident within 2 hours and then again within 24 hours, with the following information:
 1. Victim Information (Name, age, current condition, school attended, gang affiliation, family information).
 2. Suspected gangs involved.
 3. What is being done to prevent further violence (is there a chance of retaliation?).
 4. Services to be provided (i.e. prevention referral, victims assistance, relocation, funeral assistance, vigil, etc).
 5. Does this impact any LAUSD school or other GRYD Zone?
 6. Any other strategy being employed to reduce the prospect of retaliation.
 - iv. Provide accurate incident-related information to community members, assisting in rumor control, providing resource information, and attending community meeting(s) related to the incident.
12. Upon clearance by the police officer in charge, CIWs shall make initial contact with family and friends of the victim at the scene, local hospital, or other identified location within the community.
13. If family or friends of victim are not present or available at the scene, or LAPD does not call CIWs out to the scene, **CIWs shall make contact with the victim, family and/or friends of the victim, within 24 hours** of receiving the information from LAPD or GRYD office.

14. Provide intensive support services to victims' families and friends. These intensive support services should include, but are not limited to:
- i. Coordinating and assisting with planning of fundraising activities for family, memorials, funerals, and/or vigils for the victim.
 - ii. Accompanying family to the hospital and determining if there are Victim Services available for the victim and family.
 1. Referring victim/family members/friends to appropriate organizations for more intensive services (i.e. victim's assistance, case management, mental health, anger management, drug rehabilitation, health-related services, job placement, support groups, faith based, tattoo removal, legal services, etc.).
 2. Follow up on referrals and general comfort during times of need.
15. Intervention provider will document the incident on the GRYD online database system for Crisis Response, **within 72 hours of initial contact**. The GRYD Crisis Response Report will include the following information:
- i. Basic incident information (date, time and location of incident, family information, gang affiliation, etc.).
 - ii. Information on how CIWs are working to diffuse tensions (i.e. talking to other gang members/rivals in the area).
 - iii. Information on the reasoning behind incident (ongoing feud, drug related, random act, mistaken identity, etc.) and potential for retaliation.
 - iv. The deployment plan for the incident.

NOTICE OF DISCLAIMER

Intervention Providers, their personnel (CIWs), volunteers, and subcontractors are not agents of the City of Los Angeles Police Department and their work does not involve any aspect of the criminal investigation. Their primary responsibility is to provide supportive services for victims, family members, and friends who have been impacted by gang related violence. Should the victim, family, or friends of a victim desire to provide information relevant to a gang related incident, Intervention Provider, their personnel, volunteers, and subcontractors shall facilitate a referral to an appropriate party who will provide further assistance.

B. Deployment Plans

The Contractor shall provide a deployment plan for review by the GRYD office no later than July 31, 2012. The Contractor must provide the following information:

Name of Organization:
 Street Address:
 City, State, Zip:
 GRYD Zone or Secondary Area:

IDENTIFICATION OF NEIGHBORHOODS/GANGS/CREWS

1. The Contractor will be provided a list of the most active gangs in the GRYD Zone or Secondary Area by GRYD staff after consultation with LAPD. Contractor must identify where these neighborhoods/gangs/crews exist within the respective GRYD Zone or Secondary Area.
2. The Contractor is required to have Los Angeles Violence Interruption Training Academy ("LAVITA") certified staff working with each of the neighborhoods/gangs/crews in the Zone or Secondary Area as identified by LAPD and GRYD.

NEIGHBORHOODS/GANGS/CREWS

The Contractor shall list all neighborhoods/gangs/crews in the service area, including those that the Contractor does not currently work with.

#	Gangs/Crew	Territories	Hotspots
1	Example: Columbus Street	Nordhoff/Roscoe/ Kester/Sepulveda	North Hills Park Noble ES
2			
3			
4			
5			
6			

COMMUNITY INTERVENTION WORKER (CIW) ASSIGNMENTS PER NEIGHBORHOOD/GANG/CREW

The Contractor will recruit and assign intervention staff that reflects the geographical gang dynamics in the GYRD Zone or Secondary Area. GRYD staff in consultation with LAPD and the Contractor will identify the most active gangs in the areas that require intervention services. Contractor will have CIWs assigned to work with these gangs and neighborhoods for Violence Interruption and Pro-active Peace-keeping Activities at all times. Contractor will take this list of neighborhoods/gangs/crews and develop their

deployment plan accordingly. **The deployment plan for GRYD review is due July 31, 2012.** This list will have at minimum six neighborhoods/gangs/crews that the CIWs will work with on an on-going basis.

Example: The GRYD zone has 14 area gangs- 8 are Latino gangs and 6 are African American gangs. Intervention staff should be able to identify and work with these gangs.

Example: GRYD zone has 3 particular gangs in the area that are most active and intervention staff will need previous knowledge/previous affiliation with said gang(s) in order to effectively operate in the community.

3. Contractor shall assign CIWs to work with a specific neighborhood(s)/gang(s)/crew(s) in the GRYD Zone.
 - a. When assigning a CIW to mediate with a specific gang, the following will be taken into consideration:
 - i. Culture and language competency of the CIW and how it matches up with the neighborhood (gang) he/she is assigned to.
 - ii. Geographical considerations: CIW shall be assigned to geographic locations in which he/she will be safe in performing his/her duties.

	Neighborhood/Gang /Crew	CIW (First, Last Name)	Office #	Cell #	Email	Schedule (Days & Hours)
1						
2						
3						
4						
5						
6						

CIW Schedule- Violence Interruption Crisis Response Protocol

Contractor shall be required to adhere to the Violence Interruption Crisis Response (VICR) Protocol provided by the GRYD Office for responding to gang related incidents. In addition, a deployment schedule for the CIWs on call for incidents will be provided to the GRYD Office on a monthly basis.

Protocol for Incident Response also known as VICR

An updated Violence Interruption Crisis Response (VICR) Protocol and training by GRYD staff will be provided to all Contractors. This protocol will include the following process for Violence Interruption but is not limited to just these elements. GRYD staff

will train and provide technical assistance on Deployment Plans and VICR Protocol for all contracted CIWs.

Main Elements of VICR that the Contractor must submit to the GRYD Office:

1. GRYD will contact the 24/7 Crisis Response number for all incidents; ###.###.#### and send emails to email@email.org, email@email.org
2. GRYD will copy the following email address when sending information to the crisis response email: email@email.org
3. If GRYD does not receive a response to phone calls or emails within 15 minutes, GRYD will call the back up phone number for the CIW on duty: ###.###.####
4. CIW staff rotates on the ____ and the ____ of every month, if applicable.
5. CIWs will respond to scene, community and/or hospital depending on the incident and in consultation with GRYD staff.
5. CIWs are required to provide an update within 2 hours of being deployed and then within 24 hours of an incident to their assigned GRYD staff member. Contractors are required to submit incident reports within 72 hours of the incident on the GRYD on line data base system.
6. Victim and or victim's family will be contacted within 24 hours to offer victim's assistance, case management, or other services and such services will be documented on the GRYD Activity log on the on line data base system.

Proactive Peace-Keeping Activities

CIWs shall be expected to be proactive to help minimize gang activity by actively engaging the community in Peace-Keeping Activities such as peace marches, rumor control, community events, hardcore street mediation, community outreach, etc, as well as:

- Engage youth and young adults at local parks at least once a month for enrollment into case management program for additional wrap around services (i.e. referrals to WorkSource/OneSource centers, Family Source Centers, substance abuse, tattoo removal, mental health, housing, etc).
- Talk to youth at hot spots (i.e. homes, outside schools, neighborhood hang outs, etc.).
- Make contact with influential gang members for potential peace keeping activities
- Work with youth and young adults who have recently returned from jail, prison, camps, etc. (re-entry).
- Conduct outreach at facilities (jails, prisons, camps).

The GRYD Office shall provide a list of the most active neighborhoods/gangs/crews in the GRYD Zone that the Contractor will need to establish on-going Peace-keeping Activities. These activities will be documented on Activity Logs on the GRYD on line data base system and collected on a monthly basis. Failure to maintain effective peace-

keeping activities and/or documentation of such will result in the Contractor being in non-compliance of their contractual obligations.

The following information shall be included in Contractor's Deployment Plan:

#	Outreach Locations	Staff Assigned	Days/Hours
1			
2			
3			

Peace Mediation/Maintenance of Current Peace Treaties

The Contractor shall work to mediate and diffuse conflict tensions, and actively promote peace-building activities, work towards the creation of peace treaties, and conduct, but not be limited to, the following:

- Identify how many peace treaties/cease fires contractor has helped to establish between rival gangs in the GRYD Zones.
- Identify plan to keep existing peace treaties/cease fires in tact.
- Identify new peace mediation opportunities between rival neighborhoods/gangs/crews.
- Identify potential peace treaty meeting participants (veteranos, OG's, etc.) from rival gangs and work with these individuals to "bring them to the table" for peace keeping discussions/activities.
- Ensure that "youngsters" are also included in peace keeping activities as well as other potential members (i.e. crews that operate as a referral source for gangs in the area).
- Organize and/ or participate in local peace keeping activities (i.e. peace marches, sports tournaments, workshops, outings, etc.).

Community Events

Contractor shall ensure CIWs are present at or coordinate community events to interact with gang involved youth. Contractor shall participate and/or coordinate a minimum of two (2) events throughout the year. They may include but not be limited to:

- Sporting activity (i.e. softball tournament, handball, soccer, etc.)
- Community Clean Up at local park, local school, etc.
- Life Skills Workshop
- Field Trip
- Informational community meeting (i.e. gang injunctions, life skills, substance abuse, domestic violence, anger management, etc.)

The following information shall be included in Contractor's Deployment Plan:

#	Area/Neighborhood	Activity	Expected # of Participants	Neighborhoods/Gangs/Crews in the area
1	Example: Glassell Park	Handball tournament at Irving Middle School	25	Drew Street Avenues
2	Example: Highland Park	Clean up at Culebra Park	15	Highland Park

These community events should be documented in the GRYD Activity Log.

B. LAVITA

LAVITA is the GRYD approved training academy for CIWs that are hired by agencies funded by the GRYD Office. The LAVITA curriculum incorporates theory, practice, professional standards in five areas of competency including Concrete Tasks, Personal Development, Direct Practice Techniques, Applied Theory, and Broader Policy Issues.

All Contractors funded under this agreement are mandated to assure that all CIWs on staff successfully complete the LAVITA – Basic 101 Course or Grandfather Policy.

The Contractor shall be responsible for providing an updated list to GRYD of all CIWs on staff that have been certified by LAVITA and those that are participating in the advanced courses. In cases in which a CIW is replaced by the Contractor his/her certification status shall be provided to GRYD prior to confirmation of employment.

C. Case Management

Contractor shall provide case management services to a minimum of 50 gang members (25 for Secondary Area contracts), gang-involved or gang associated youth and young adults between the ages of 14 and 25 ("Client" or "Clients") throughout the contract period. Case management services will include the family centered GRYD strategy of constructing the client's three generation, strength based genograms. Enrollment is

expected to be fluid, and the 50 (25 for Secondary Area contracts) Clients enrolled at the end of the contract may not be the same as the 50 (25 for Secondary Area contracts) Clients originally enrolled. Additionally, the Contractor shall serve individuals recently released from incarceration (minimum of 10% of Clients) and provide case management services.

Case management services shall include linking the Client to existing services to meet his/her needs within the community. The Contractor shall work closely with referral agencies including schools, community-based organizations, faith-based groups, existing City and County health and human services agencies, the Los Angeles County Department of Probation, the California Department of Corrections and Rehabilitation, and the Los Angeles Police Department to identify resources on behalf of clients. Such services may include (but are not necessarily limited to):

- Education and vocational training (i.e., GED preparation and testing, trade school placement and certification)
- Job readiness and placement (community and private institution driven)
- Family Reunification (community driven, i.e., parenting classes and family therapy)
- Auxiliary services (i.e., relocation and transition services, housing, food, clothing and transportation vouchers, legal workshops/services, and child care - as needed)
- Behavior Modification (community driven, i.e., Substance Abuse Treatment and Gang Intervention)
- Social reintegration networks (Peer driven mentoring, motivational workshops, social support groups and local field trips)
- Community Recognition (i.e. verbal social positive recognition, City and County Certificates and at culmination of program a Rites-of-passage celebration)
- Continued Probation or Parole status reports
- Positive Role Modeling (i.e., one-on-one mentoring or group mentoring)
- Tattoo removal
- Assistance with the expunging of records
- Mental health and/or substance abuse counseling
- Community Service (i.e., volunteering time to programs that promote juvenile prevention, intervention or reentry services)
- Participation in extracurricular activities

Contractors shall integrate strength-based genograms into the case management process. The purpose of the strength-based genogram is to help Clients see themselves within the context of the multi generational family and to help move them toward establishing a stronger individual identity that will serve to counteract the negative influence of the gang.

The Intervention Case Management Process

Phase I: Referral and Assessment

At this stage, the Contractor shall receive referrals for services. These referrals may come from community based organizations, or most often from CIWs within the same agency. The Contractor shall review the referral and determine whether the referral is eligible for services. In this process, the contractor shall collect and document (at a minimum) the following information:

- Capacity and length in which referral source knows the Client
- Reason for making the referral
- Description of time spent or interactions with Client that would lead one to believe that the potential Client is gang-involved or affiliated
- Perceptions of key issues/problems that need to be addressed in client's life
- Perceptions of strengths/support systems currently in the client's life

To be eligible for services, the referral must meet two or more of the following criteria:

- Individual admits to being a gang member
- Individual is identified as gang member as documented through CAL-GANGS or an LAPD Gang Unit officer
- Individual has gang tattoos
- Individual has been arrested for gang activity
- Individual hangs out with identified gang members in gang areas
- Individual is on probation or parole for crime consistent with usual gang activity

If the client is eligible for services, the Contractor shall schedule a meeting with client and family (mandatory if youth is younger than 18) to conduct an assessment and build a service plan. If the youth is not eligible, the Contractor shall provide the client with a referral for more appropriate services.

At the assessment meeting, the Contractor shall engage the client and his/or family and collect information related to the client's service needs and basic information that will be used to assess progress over time (training will be provided on family engagement). At minimum, the Contractor shall collect the following information:

- Level of family support
- Employment status
- Educational status
- Whether the client has a driver's license and other basic identification documentation
- The client's level of involvement in crime in the past six months
- Critical barriers
- Their level of "social embeddedness" in the gang
-

Phase 2: Building Agreements (Month 1 of Services)

Following the Client's assessment, the Intervention Case Management Team (Team) shall meet with the Client and his/her family to develop a service plan (i.e., appropriate referrals for services) and begin working on the Client's genogram. The Team shall be comprised of a case manager and a CIW. Beginning this month and for a total of six consecutive months, the following meetings shall be required on a monthly basis:

- 1 Team meeting
- 2 Individual meetings between Client and case manager
- 1 Family meeting at a mutually agreed community based location or at the client's place of residence during a home visit

A description of each of these meetings is provided in Table 1.

Phases 3 through 6 (i.e., Phase 3 is month 2 of services, Phase 4 is month 3 of services, etc.): On-Going Case Management and Linkage to Services

During these phases of services, the Team and case manager shall work with the Client to provide support and to monitor whether Client is following through with service referrals and if so, his/her progress in those services.

Phase 7: Reassessment (Month 6 of Services)

In Phase 7, the Team will reassess the Client. At a minimum, the following information will be collected based on the Client's situation at this stage. A form from GRYD is provided to the contractor for this purpose and includes but is not limited to:

- Level of family support as identified in the genogram
- Employment status
- Educational status
- Whether youth has a valid driver's license and other basic identification documentation
- Their level of involvement in criminal activity in the past six months
- Overall progress in services
- Critical barriers
- Their level of "social embeddedness" in the gang

Table 1: Definition of Meetings Required During the Implementation of the GRYD Intervention Case Management Process

Type of Meeting	Who is Included in the Meeting	Purpose of the Meeting	Length of the Meeting(s)
Team Meetings (1Time/Month)	Team meetings include the Client's assigned case manager and an assigned CIW.	<ul style="list-style-type: none"> To review and discuss the Client's service needs To identify appropriate referrals To identify strategies to help Client overcome barriers To monitor Client's progress 	Team meetings shall be 45 minutes + 15 minutes for charting and data collection.
Individual Youth Meetings (2 Time/Month)	Case manager and Client	<ul style="list-style-type: none"> To review and discuss the Client's follow-through with service referrals To review and discuss achievements and challenges To review and discuss overall progress in the program 	Individual meetings shall be 45 minutes + 15 minutes for charting and data collection.
Family Meetings (1Time/Month)	Family member(s)/caretaker(s), Client, and at least one Team member	<ul style="list-style-type: none"> Begin/continue work on the youth/family genogram 	Family meetings shall be 45 minutes + 15 minutes for charting and data collection.

Based on an assessment of these outcomes, the Team shall decide whether the Client has made "sufficient progress" and can exit the program. If the Client has made sufficient progress, he/she shall exit the program; however, if the Client has not made sufficient progress, he/she may remain in the program for another six month cycle of case management services.

Clients that have been receiving case management services for a period of a year will require a progress evaluation in order to continue receiving services. (Provider Review Board To Be Developed in Collaboration with GRYD Office)

Phase 8 Follow-Up

The Contractor shall make one collateral contact per month for three months after Client's has stopped receiving service to check on their progress. At one year after the services start date, the Contractor shall contact Client and collect the following information:

- Level of family support as identified in the genogram
- Employment status
- Educational status
- Whether client has a valid driver's license and other basic identification documentation
- The level of involvement in criminal activity in the past six months
- Critical barriers
- Their level of "social embeddedness" in the gang

If the Contractor discovers that the Client is struggling and needs substantial assistance, the Client may return to services for an additional cycle of services. GRYD will provide training on follow-up and provide any additional technical assistance and forms if necessary.

Staffing Levels and Minimum Qualification Requirements

Case Managers shall have a caseload of no more than twenty-five (25) Clients each. A minimum of two (2) full time equivalent Case Managers must be hired under this contract. Case Managers shall be supervised by a Master's in Social Work (MSW) or a Marriage and Family Therapist (MFT) or someone deemed by the Mayor's GRYD Office to have the requisite skills and years of experience. Case Manager case files must be reviewed on a weekly basis by the supervisor, a practicing MSW or MFT.

Contractor shall hire five to six CIWs (Full-Time Equivalent). Each CIW shall receive a minimum of \$30,000 annually, as well as health insurance and life insurance coverage. Please see GRYD Fiscal Policy: Updated July 2012 for more information on mandatory life insurance coverage levels.

Case files shall be standardized to conform to the requirements of the GRYD office. Agencies shall receive training on the standardized case filing system. Relevant program staff shall be required to attend ongoing education and training coordinated by the GRYD office or its Contractors, including, but not limited to the use of genogram training, Health Insurance Portability and Accountability Act of 1996 (HIPPA) compliance, mandated reporter training in child abuse reporting, domestic violence training, conflict resolution, non violent crisis intervention, etc.

D. Gun Buyback Program

The Contractor shall collaborate with the Mayor's GRYD Office in the annual Gun Buy Back program. Agencies shall be responsible for assisting in the dissemination of materials and in conducting outreach, as well as implementing strategies to reduce possession of illegal guns in the GRYD Zone and surrounding community.

E. SNL Program

SNL – The Contractor shall be required to participate in planning meetings with each of their SNL Programs in or near the designated GRYD Zone or Secondary Area. Planning activities will include, but not be limited to: a) establishment and maintenance of cease fire agreements for the duration of the program in the neighborhoods surrounding SNL sites; b) providing violence interruption and crisis response services for the duration of the program; c) participation in the SNL work groups; d) participation in SNL specific gang intervention training; e) participation in trainings required for SNL staff; f) collaboration with all SNL partners in strategies designed to diffuse potential retaliatory violence; g) designing and implementing late night programming aimed at reducing potential violence in the late hours of the SNL program; h) engaging local gang members to participate in park activities and i) designing and implementing safety strategies for youth and families coming to and leaving the SNL sites.

In specific cases, and in agreement with the City of Los Angeles, SNL CIW teams may be expanded to meet the needs of the program. Requests for expansion of contracted intervention teams during the SNL program period will be considered on an individual basis and in collaboration with the GRYD Director of Programs and SNL Director.

F. Performance Accountability

Contractors shall be responsible for collecting and submitting data related to the identified performance measures to assess the effectiveness of services and how

well the Model was implemented. (Detailed forms and instructions will be provided in the GRYD Intervention Handbook.)

Contractors shall be held responsible for improving outcomes for Family Case Management clients by 5% and/or measurable change that reaches statistical significance between baseline measures collected at intake and re-testing at six months and one year as established by the parameters measured in the evaluation tri-annual reports.

G. Evaluation and Data Collection

Contractors shall be required to designate at least one staff person to (1) manage and oversee internal data collection for crisis response and family case management services and (2) communicate with representatives identified by the GRYD Office to oversee data collection, training, and evaluation. The Contractor shall be required to maintain up-to-date records using a web-based database provided by GRYD on a regular basis. The Contractor shall follow all policies and procedures listed in the Intervention Crisis Response Handbook and the Intervention Family Case Management Handbook. The following information will be required:

Crisis Response

1. Contractor must log all incidents received by the CIW and related information within 72 hours of being contacted; and
2. Contractor must log all follow-up activities related to crisis response incidents.

Family Case Management

1. Contractor must log all referrals and related information.
2. Contractor must log status information for all referrals who receive a follow-up.
3. Contractor must collect baseline measures for all referrals who agree to receive services (i.e., clients) using both Initial Meeting Form and by administering the USC Social Embeddedness Survey. Contractor must complete the Client Service Plan and keep it maintained throughout the time the Client receives services.
4. Contractor must log all activities scheduled and implemented for Clients

5. Contractor must reassess Clients after 6 months of services by re-administering the baseline measures
6. Contractor must administer baseline measures 1 year after enrollment whether the client is still receiving services or not.

Tri-Annual Reports

In addition to maintaining data on the above items, the Contractor will produce a tri-annual report to the GRYD Office summarizing their experiences. The outline for this report includes:

1. Contractor shall highlight at least one case that went well and why the provider thinks this case went well and what are the lessons that can be learned and applied more broadly to Clients.
2. Contractor shall highlight one case that poses challenges to the provider and analyze why this may be happening and possible solutions
3. Contractor shall also highlight any other accomplishments/work as well as challenges during this time.

H. Maintenance of Records and Monitoring

A paper copy of case plans and all other data collection forms must be maintained in a client file by the Contractor. Additionally, copies of the family's strength-based genogram at each phase of the Model shall be maintained in the youth's file and given to the family by the Contractor.

City shall conduct monitoring visits to track Contractor's performance during the term of the Agreement. As required by Section 10.39.2 of the Los Angeles Administrative Code, evaluations will be based on a number of criteria, including the quality of work product or service performed, the timeliness of performance, the Contractor's compliance with budget requirements and the expertise of personnel that the Contractor assigns to the contract. The Contractor will be provided with a copy of findings and allowed fourteen (14) calendar days to respond.

I. Training

Contractor shall ensure that all staff, including subcontractor staff participate in on-going training related to the GRYD Intervention Model of Practice. Additionally, the Contractor shall participate in monthly Peer Learning Networks (PLNs) to discuss experiences with implementing the GVI and case management process. The PLNs are intended to provide a feedback loop to the development and monitoring of intervention services. Contractors may use funds to provide

supplemental training related to skill sets needed for implementation of the GRYD Intervention Case Management Process. Contractors shall attend any additional meetings coordinated by the GRYD Office.

**Attachment 4: Grant Adjustment Notice
2012 – PB – FX – K003**

**Office of Juvenile Justice and Delinquency Prevention
Community-Based Violence Prevention
Demonstration Program**



US DEPARTMENT OF JUSTICE
OFFICE OF JUSTICE PROGRAMS

GRANT ADJUSTMENT NOTICE

Grantee Information

Grantee Name:	City of Los Angeles	Project Period:	10/01/2012 - 09/30/2015	GAN Number:	003
Grantee Address:	200 N. SPRING ST SW MEZZANINE RM M175 LOS ANGELES, 90012	Program Office:	OJJDP	Date:	01/24/2013
Grantee DUNS Number:	06-992-8349	Grant Manager:	Stephanie Rapp		
Grantee EIN:	95-6000735	Application Number(s):	2012-50652-CA-PB		
Vendor #:	956000735	Award Number:	2012-PB-FX-K003		
Project Title:	Proyecto Palabra - "Word of Honor" Project	Award Amount:	\$1,500,000.00		

Sole Source Approval

Organization to be sole source to

*Organization Name	Public Health Foundation Inc.
*Prefix	Chief
Prefix (Other)	
*First Name	Mark
Middle Initial	J
*Last Name	Bertler
Suffix	
Suffix (Other)	
*Address Line 1	12801 Crossroads Parkway S. Ste 200
Address Line 2	
*City	City of Industry
*State	California
*Zip	91746 - 3505
*Phone	(562) 522-7835 Ext
*Amount of Sole Source (may not exceed total project cost amount: \$1,500,000)	\$1,137,960

*Required Justification for Sole Source Approval

Dear Stephanie,
On behalf of Los Angeles GRYD, I am adding an attachment to the Sole Source request as a follow up to our conversation today, November 27, 2012. The GRYD office appreciates it if you are able to

OCFMD Justification for Sole Source Approval

Regarding your memo dated November 28, 2012, based on your analysis in the amount of \$1,137,960 from the original award amount of \$1,500,000 has been approved. The request for sole source procurement for City of Los Angeles to enter into sole source contract with Public Health Foundation, Inc., has been approved. Justification for non-competitive procurement has been

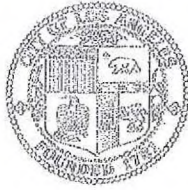
provided in the attached documentation and covers the following requirements: 1. Expertise of the contractor; 2. Responsiveness; 3. Knowledge of the program; 4. Time Constraints; and 5. Uniqueness.

Attachments:

Filename:	User:	Timestamp:
2012-PB-FX-K003SoleSourceCharter.pdf	GCespedes	11/27/2012 11:06 PM
2012-PB-FX-K003SoleRequest.pdf	GCespedes	10/12/2012 10:46 PM
Budget_Narrative_GANfringeK003.docx	GCespedes	10/12/2012 10:48 PM
Budget SummaryGANK003.doc	GCespedes	10/12/2012 10:50 PM
Print		

Audit Trail:

Description:	Role:	User:	Timestamp:
Approved-Final	OCFMD - Financial Analyst	robinsnd	01/24/2013 2:54 PM
Submitted	PO - Grant Manager	GCespedes	11/27/2012 11:08 PM
Change Requested	PO - Grant Manager	williamsb	10/25/2012 1:38 PM
Please provide information regarding your city's contractor procurement process-BW.			
Change Requested	EXTERNAL - External User	williamsb	10/25/2012 1:38 PM
Please provide information regarding your city's contractor procurement process-BW.			
Submitted	PO - Grant Manager	GCespedes	10/12/2012 10:51 PM
Draft	EXTERNAL - External User	GCespedes	10/12/2012 10:45 PM



OFFICE OF THE MAYOR
ANTONIO R. VILLARAIGOSA

October 11, 2012

Mr. Bernard Williams OJJDP/Demonstration Programs Division
Office of Justice Programs
U.S. Department of Justice
810 7th Street, N.W.
Washington, D.C. 20531
E-mail: Bernard.Williams2@usdoj.gov

RE: Request for GANS re: Sole Source Contractor Modification 2012-PB-FX-K003

Dear Mr. Williams:

The City of Los Angeles, Office of the Mayor Gang Reduction Youth Development (GRYD) office respectfully requests permission to change the Sole Source Contractor for Grant Number 2012-PB-FX-K003. The grant term is 10/1/12 through 9/30/2015.

The current approved sole source contractor for this Cooperative Agreement is Los Angeles Conservation Corps (LACC) having a scope of work to: a) provide recruitment, hiring, training, and oversight of six Gang Intervention Workers and two Case Managers, b) link youth and young adults to job skills training and education, and c) provide reports to comply with project evaluation in the Rampart GRYD Zone.

Approval to change the sole source contractor, and award the sub-contract to Public Health Foundation Enterprises/Aztecs Rising, (PHFE/Aztecs Rising) DUNS # 08-219-9324, a community based agency in the Los Angeles Rampart GRYD Zone greatly enhances contract management level of experience working specifically with the two gangs that are central to this project. PHFE/Aztecs Rising is unequivocally the best partner for this project. The ability of the fiscal agent, PHFE, to expediently service the administrative functions of this sub-award is unparalleled. PHFE has provided fiscal sponsorship, payroll, personnel recruitment, and contract compliance support for agencies, universities, non-profits, and healthcare organizations since 1968.

PHFE/Aztecs Rising is highly experienced in developing gang interventions for the two gangs that are the focus of this project, and in implementing the City of Los Angeles GRYD Gang Intervention model. PHFE/Aztecs Rising has the capacity to a) fulfill all of the contract obligations of recruiting, hiring, training, and overseeing six Gang Intervention Workers and two Case Managers, b) utilize existing contacts, networks to

reach project outcomes in this area, and c) infuse agency personnel experience with transnational dynamics of gang interventions, including experience traveling to El Salvador.

The above described activities uniquely qualify PHFE/Aztecs Rising as an expert entity needed by GRYD to ensure GRYD intervention models of practice are implemented with alacrity, accuracy, and prior experience. The City of Los Angeles GRYD office is confident that senior staff comparative analysis of contractors in and near the Rampart GRYD zone likely to vie for implementing this project could not demonstrate the expertise, historic involvement, optimum outcomes, and implementation infrastructure needed to work both at the community level and at the macro-level administratively nearly as effectively and efficiently as PHFE/Aztecs Rising. PHFE/Aztecs Rising, has substantial experience managing gang intervention programs in the grant's specific geographic area, and has critical expertise developing gang interventions between the rival gangs that are the focus of this grant. The decision to request a sole source adjustment involved serious discussions with senior and project staff, and analysis of agency performance. PHFE/Aztecs Rising embraces and applies models of practice exceptionally well. There is not another agency that has the requisite knowledge and relationships.

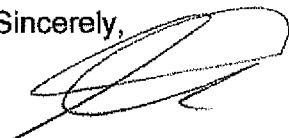
In addition to the agency and fiscal agent performance, City of Los Angeles, Office of the Mayor, GRYD, requests a sole source approval for PHFE/Aztecs Rising because it is essential to remain on schedule. The procurement process for the City of Los Angeles is between four to six months. This type of delay is detrimental to all parties, including the communities to be served and trained.

The line item budget amount for the PHFE/Aztecs Rising sub-award is reduced by \$31,320 because PHFE has a federally negotiated Indirect rate of 9% rather than 12%. The GRYD Office requests moving the \$31,320 to its Personnel line item for year two of the grant, partially paying for an Administrative Services Manager for the project.

Additionally, our office requests a modification to the scope of work for the other sub-awardee, The Advancement Project, which currently will assess the levels of gang-related extortion in the Rampart GRYD Zone. We request, at no additional amount to their \$50,000 award, to add to the scope of work the responsibility to provide specific gang intervention trainings for designated PHFE/Aztecs Rising and GRYD office staff.

We look forward to your approval and to moving forward with the procurement process upon your approval for timely administration of this groundbreaking grant and project.

Sincerely,



Guillermo Cespedes, MSW
Deputy Mayor



OFFICE OF THE MAYOR
ANTONIO R. VILLARAIGOSA

November 27, 2012

Ms. Stephanie Rapp,
Program Manager
OJJDP/Demonstration Programs Division
Office of Justice Programs
U.S. Department of Justice
810 7th Street, N.W.
Washington, D.C. 20531
(202) 514-9123 Fax: (202) 514-6382
E-mail: Stephanie.rapp@usdoj.gov

Re: 2012-PB-FX-K003 Sole Source Request Alignment with City Charter provision allowing Sole Source Contracts [Responsive to original request by Bernard Williams]

Dear Ms. Rapp:

The Mayor's Gang Reduction and Youth Development (GRYD) office respectfully submits the following justification substantiating the ability of GRYD to sole source, according to the provisions of the City Charter.

Sole Source Compliance with City Charter/Administrative Code:

Regarding GRYD office compliance with the City Charter/Administrative Code: departments and offices within the city of Los Angeles, as indicated in the following excerpts from the Administrative Code, and as a component of their procurement process, comply with the code, when sole sourcing a contract. Departments, including the GRYD office, adhere to the proviso that the sole source contractor have exceptional and unparalleled ability to provide essential contract services.

The online, American Legal Publishing Corporation edition of the Los Angeles City Charter/Administrative Code states in Article 2, procedure and requirements for competitive bidding:

- (a) The restrictions [competitive bid] of this section shall not apply to:
 - (2) Contracts, as determined by the contracting authority, for the performance of professional, scientific, expert, technical, or other special services of a temporary and occasional character for which the contracting authority finds that competitive bidding is not practicable or advantageous.



- (10) Subject to the requirements of Charter Section 1022, contracts (including without limitation those, as determined by the contracting authority, for the performance of professional, scientific, expert, technical or other special services), where the contracting authority finds that the use of competitive bidding would be undesirable, impractical or impossible or where the common law otherwise excuses compliance with competitive bidding requirements. For purposes of this Section, and for construing the same term in Charter Section 371(e)(10), the term "undesirable" shall mean and include only such situations in which the nature of the subject of the contract is such that competitive bidding would work an incongruity or be unavailing or would not produce an advantage, with sole reference to the public interest and in light of the purposes to be accomplished.
- (11) **Next: Section 10.18**

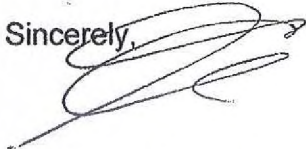
(2) Contracting authorities may inquire into the following areas to ascertain whether a bidder or proposer is qualified to provide services or goods to the City.

- (a) Relevant experience in providing specialized services.
- (b) Financial ability to complete the work on a major project.

The GRYD office, as described in the October 12, 2012 letter to OJP, requesting sole source approval for Public Health Foundation Enterprises (PHFE)/Aztecs Rising to serve as the sole source community based agency for Proyecto Palabra, underscored PHFE/Aztecs Rising unparalleled knowledge of the gangs of focus for the project. Additionally, PHFE is an exceptional fiscal agent, and has served the Los Angeles basin, California, and the public health and scientific community, nationally, since 1968. Its federally negotiated Indirect rate is less than the initial agency, and its record of administrative, fiscal, and payroll service, is exceptional.

The GRYD office is pleased to respond to your request, and looks forward to meeting your expectations and receiving approval. It is the goal of the GRYD office to commence this project in a timely manner, and proceed to City Council once your approval is obtained.

Sincerely,



Guillermo Cespedes, MSW

Deputy Mayor

Attachment:



OFFICE OF THE MAYOR
ANTONIO R. VILLARAIGOSA

ATTACHMENT:
2012-PB-FX-K003: Sole Source Contract Request Rationale
November 27, 2012

The current approved sole source contractor for this Cooperative Agreement between the OJJDP, Office of Justice Programs, U.S. Department of justice and City of Los Angeles, regarding grant 2012-PB-FX-K003 is Los Angeles Conservation Corps (LACC) with a scope of work to: a) provide recruitment, hiring, training, and oversight of six Gang Intervention Workers and two Case Managers, b) link youth and young adults to job skills training and education, and c) provide reports to comply with project evaluation in the Rampart GRYD Zone.

Approval to change the sole source contractor, and award the sub-contract to Public Health Foundation Enterprises/Aztecs Rising, (PHFE/Aztecs Rising) DUNS # 08-219-9324, a community based agency in the Los Angeles Rampart GRYD Zone is important. PHFE/Aztecs Rising is unequivocally the best partner for this project. The ability of the fiscal agent, PHFE, to expediently service the administrative functions of this sub-award is unparalleled. PHFE has provided fiscal sponsorship, payroll, personnel recruitment, and contract compliance support for agencies, universities, non-profits, and healthcare organizations since 1968.

PHFE/Aztecs Rising is highly experienced in developing gang prevention interventions for the two gangs that are the focus of this project, and in implementing the City of Los Angeles GRYD Gang Intervention model. PHFE/Aztecs Rising has the capacity to a) fulfill all of the contract obligations of recruiting, hiring, training, and overseeing six Gang Intervention Workers and two Case Managers, b) utilize existing contacts and networks to reach project outcomes in this area, and c) infuse agency personnel experience with transnational dynamics of gang interventions, including experience traveling to El Salvador.

The above described activities uniquely qualify PHFE/Aztecs Rising as an expert entity needed by GRYD to ensure GRYD prevention and intervention models of practice are implemented with alacrity, accuracy, and prior experience. The City of Los Angeles GRYD office is confident that senior staff comparative analysis of contractors in and near the Rampart GRYD zone likely to vie for implementing



this project could not demonstrate the expertise, historic involvement, optimum outcomes, and implementation infrastructure needed to work both at the community level and at the macro-level administratively nearly as effectively and efficiently as PHFE/Aztecs Rising. PHFE/Aztecs Rising, has substantial experience managing gang intervention programs in the grant's specific geographic area, and has critical expertise developing gang interventions between the rival gangs that are the focus of this grant. The decision to request a sole source adjustment involved serious discussions with senior and project staff, and analysis of agency performance. PHFE/Aztecs Rising embraces and applies the GRYD model of practice exceptionally well. There is not another agency that has such an extensive level knowledge and relationships to serve this Cooperative Agreement.

In addition to the agency and fiscal agent performance, City of Los Angeles, Office of the Mayor, GRYD, requests a sole source approval for PHFE/Aztecs Rising because it is essential to remain on schedule. The procurement process for the City of Los Angeles is between four to six months. This type of delay is detrimental to all parties, including the communities to be served and trained. The GRYD office looks forward to acceptance of its request and to ushering this Cooperative Agreement through the remainder of our acceptance process.