

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: October 27, 2017

CAO File No. 0120-17302-0645

Council File No. 13-0136

Council District:

To: The Mayor  
The Council

From: Richard H. Llewellyn, Jr., Interim City Administrative Officer

Reference: Transmittal from the Mayor dated October 17, 2017, Additional information provided through October 26, 2017

Subject: **REQUEST TO ACCEPT A TWELVE-MONTH, NO-COST EXTENSION, RELATED PROJECT FUND MODIFICATIONS AND CONTRACTING AUTHORITIES FOR THE CONTINUED IMPLEMENTATION OF THE U.S. DEPARTMENT OF JUSTICE (DOJ), OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (OJJDP) 2015 COMMUNITY- BASED VIOLENCE PREVENTION DEMONSTRATION PROGRAM (2015 CBVPDP) SUPPLEMENTAL GRANT AWARD TO SUPPORT THE PROYECTO PALABRA, WORD OF HONOR PROJECT**

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### RECOMMENDATIONS

That the City Council, take the following actions:

1. Authorize the Mayor, or designee, to retroactively accept the no-cost extension for the Fiscal Year 2015 Community-Based Violence Prevention Demonstration Program (2015 CBVPDP) Supplemental Grant Award Extension from the U.S. Department of Justice (DOJ), Office of Juvenile Justice and Delinquency Prevention (OJJDP) supporting the Proyecto Palabra, Word of Honor Project, effective for a twelve-month term from October 1, 2017 through September 30, 2018;
2. Retroactively approve the proposed grant budget modifications to reallocate the remaining balance of the 2015 CBVPDP Supplemental Grant Award in the amount of \$274,042 to continue implementation of the Proyecto Palabra, Word of Honor Project in the City's Gang Reduction and Youth Development (GRYD) Zones;
3. Authorize the Mayor, or designee, to negotiate and execute a Second Amendment (C-129298) with Communities in Schools (CIS) to provide gang intervention services in support of the Proyecto Palabra, Word of Honor Project in accordance with the current Scope of Work, for an additional 12 months, for the performance period of October 1, 2017 through September 30, 2018 and an amount not to exceed \$70,485 and a new compensation total of \$134,443, available through 2015 CBVPDP Supplemental Grant funds, subject to compliance with City contracting requirements and the approval of the City Attorney as to form and legality;

4. Authorize the Mayor, or designee, to negotiate and execute a Second Amendment (C-128654) with Soledad Enrichment Action, Inc. (SEA) to provide gang intervention services in support of the Proyecto Palabra, Word of Honor Project in accordance with the current Scope of Work, for an additional 12 months, for the performance period of October 1, 2017 through September 30, 2018 and an amount not to exceed \$203,557 and a new compensation total of \$347,891, available through 2015 CBVPDP Supplemental Grant funds, subject to compliance with City contracting requirements and the approval of the City Attorney as to form and legality;

5. Authorize the Controller to:

a. Upon proper demand and submission of documentation from the Mayor, transfer up to \$180,262 from the 2012 CBVPDP Grant Fund 55K/46 to reimburse the General Fund for Proyecto Palabra, Word of Honor Project salary-related expenditures under the no-cost extension as follows:

From:

Fund/Dept.	Account No.	Account Name	Amount
55K/46	46P146	Mayor	\$124,492.96
55K/46	46P299	Reimbursement of General Fund	<u>55,768.95</u>
		Total:	<u>\$180,261.91</u>

To:

Fund/Dept.	Account No.	Account Name	Amount
100/46	001020	Salaries Grant Reimbursed	\$124,492.96
100/46	5346	Related Cost Reimbursement from Grants	<u>55,768.95</u>
		Total:	<u>\$180,261.91</u>

b. Reappropriate and transfer up to \$12,445 from various accounts within the 2012 CBVPDP Grant Fund 55K/46 to support Proyecto Palabra, Word of Honor Project activities under the supplemental extension as follows:

From:

Fund/Dept.	Account No.	Account Name	Amount
55K/46	46P299	Reimbursement of General Fund	\$ 5,608.00
55K/46	46J213	Travel	<u>6,836.68</u>
		Total:	<u>\$ 12,444.68</u>

To:

Fund/Dept.	Account No.	Account Name	Amount
55K/46	46J601	Supplies	\$ 4,590.68
55K/46	46J304	Contractual Services	<u>7,854.00</u>
		Total:	<u>\$ 12,444.68</u>

c. Reappropriate and transfer up to \$28,933 from various accounts within the 2012 CBVPDP Grant Fund 55K/46 to support Proyecto Palabra, Word of Honor Project activities under the supplemental extension as follows:

From:

Fund/Dept.	Account No.	Account Name	Amount
55K/46	46J601	Supplies	\$ 6,390.99
55K/46	46J304	Contractual Services	22,542.31
Total:			<u>\$ 28,933.30</u>

To:

Fund/Dept.	Account No.	Account Name	Amount
55K/46	46N601	Supplies	\$ 6,390.99
55K/46	46N304	Contractual Services	22,542.31
Total:			<u>\$ 28,933.30</u>

6. Authorize the Mayor, or designee, to prepare any Controller instructions for any necessary technical adjustments consistent with Mayor and Council actions on this matter, subject to the approval of the City Administrative Officer, and authorize the Controller to implement the instructions.

## SUMMARY

The Mayor's Office of Gang Reduction and Youth Development (Mayor's GRYD Office) transmits for Council consideration proposed actions for retroactive acceptance and implementation of a no-cost extension, related project fund modifications and contracting authorities on the 2015 Community-Based Violence Prevention Demonstration Program (2015 CBVPDP) Supplemental Grant Award supporting the Proyecto Palabra, Word of Honor Project from the U.S. Department of Justice (DOJ), Office of Juvenile Justice and Delinquency Prevention (OJJDP), effective for a twelve-month term from October 1, 2017 through September 30, 2018. The no-cost extension allows the City additional time to expend the remaining balance of grant funds (\$274,042). This Office, with modifications as needed, is in agreement with the majority of recommended actions requested by the Mayor's GRYD Office. Some of the adjustments made include funding amounts, contracting terms, or procurement process details to reflect an updated or current status subsequent to the release of the Mayor's Transmittal.

## Background

In March 2013, the City accepted a 2012 CBVPDP Grant award in the amount of \$1.5 million from the OJJDP to support the Proyecto Palabra, Word of Honor Project, for a three-year performance period from October 1, 2012 through September 30, 2015. No matching funds were required. Due to unforeseen delays in project implementation, the City was unable to expend all the grant funds by the end of the performance period, requiring a request to the grantor for a no-cost extension. In September 2015, OJJDP approved a no-cost extension to expend the remaining funds for a twelve-month term (October 1, 2015-September 30, 2016). Concurrently, the City received a 2015 CBVPDP Supplemental Grant Award in the amount of \$682,000 for a twelve-month performance period (October 1, 2016-September 30, 2017).

Grant funds for the original and supplemental awards were utilized to form a specialized "gang specific" intervention team focused on El Salvadoran/Mexican relational networks, local and transnational, established by two of the most active gangs (MS-13 and 18<sup>th</sup> Street) in Los Angeles. Based on the City's comprehensive GRYD Strategy and Model of Practice, the Mayor's GRYD Office tailored intervention strategies to reduce outbreaks of community-based violence through ongoing capacity building activities

and partnerships with intervention service providers (Communities in Schools and Soledad Enrichment Action, Inc.) to exert influence or palabra, via informal or formal social control. Both agencies provide full-time specialized crisis intervention workers to engage with community members, monitor conflicts between gangs and individuals and provide peacekeeping and conflict resolution activities to intervene, reduce and prevent violence. Current program activities and accomplishments are outlined in the attached 2016 and 2017 progress reports.

#### 2015 CBVPDP Supplemental Grant Extension Program Modifications

At this time the unexpended grant funds total \$274,042. In July 2017, the Mayor's GRYD Office requested and subsequently received approval from the grantor for a no-cost time extension and related program funding modifications to continue implementation of the Proyecto Palabra, Word of Honor Project. The Mayor's GRYD Office intended to use a portion of the grant to fund a faith-based organization to establish a clergy council to engage the Los Angeles Police Department and other civic partners to improving overall community health. However, it was eventually determined that the current service providers, Communities in Schools (CIS) and Soledad Enrichment Action, Inc. (SEA) could implement this activity through their own staff or a subcontract. The time extension and reallocation of the remaining balance of grant funds will allow CIS and SEA to continue to provide intervention services for an additional twelve-month period (October 1, 2017-September 30, 2018).

#### **FISCAL IMPACT STATEMENT**

There is no additional impact to the General Fund. Retroactive acceptance of the no-cost extension and approval of the related project fund reallocations (\$274,042) for the 2015 CBVPDP Supplemental Grant will result in the continued implementation of the City's Proyecto Palabra, Word of Honor Project. This will allow a specialized gang specific intervention team (Proyecto Palabra Team) to continue focused efforts on reducing and prevention gang violence in areas where the MS-13 and 18<sup>th</sup> Street relational networks operate. The City's Financial Policies require that the City pursue federal, state and private grants but strictly limit financial support of these programs to avoid commitments that continue beyond available funding. Since these costs are fully reimbursable by the grant, there is no net impact to the General Fund. The recommendations in this report comply with City Financial Policies in that the proposed funding is balanced against established revenue approved by Council actions and from Federal grants. All funding is subject to the availability of grant funds and determinations by Mayor and Council.

*RHL:ACA:CLF:02180038c*

Attachment





Mayor Eric Garcetti  
Office of Gang Reduction and Youth Development  
State and Community Development Invited Applicants Grant  
2012-PB-FX-K003  
(2015 and 2012 Awards)  
Proyecto Palabra

Progress Report July 1, 2016 – December 31, 2016

**Introduction**

The following documents the progress of the CBVP grant program, Proyecto Palabra, for the period July 1, 2016 to December 31, 2016. Los Angeles Mayor Eric Garcetti's Office of Gang Reduction and Youth Development (Mayor's GRYD Office) contracted with intervention service providers Communities in Schools (CIS) and Soledad Enrichment Action, Inc. (SEA), [Contractors] to implement Intervention and Tattoo Removal Services in accordance with the approved Scope of Work.

**Intervention Transitional Client Services (TCS)**

Contractors provided Transitional Client Services to 26 clients during the reporting period. TCS is delivered on a three month Cycle. TCS focuses on immediate needs, short-term goals, and preparing the client for participation in Family Case Management services. Transitional Client Services include, but are not limited to, referrals for: substance abuse, life skills courses, anger management courses, domestic violence support groups, job readiness/certification programs, and tattoo removal. Short-term goals may include, but are not limited to, obtaining legal identification and other work related documentation, and enrollment in educational or vocational programs.

**Tattoo Removal Services**

GRYD Tattoo Removal Program is offered as a free service to clients with visible gang related or anti-social tattoos. Removal of a tattoo requires an average of 9 sessions with a six-week recovery period between each session. Depending on the density and color of the ink, some clients may require further treatment sessions. Tattoo removal is an important part of de-

identifying a client from the gang lifestyle and integrating him/her back into society and ultimately the work force.

Currently 122 clients are receiving tattoo removal services in the Valley Area. The Central Area Tattoo Removal program is currently in the training and client recruitment phase. The program has recruited and is training 22 medical volunteers from LAC+USC Medical Center. A state of the art laser machine has been purchased, the facility retrofit/safety updates have been completed, and the treatment room has been fitted with all the necessary treatment equipment and supplies. The laser machine vendor along with the supervising physician conducts a series of trainings. Training covers topics such as: machine cleaning/care; features and adjustments; patient comfort accessories; and calibration needs. The medical volunteers also practice (on each other) using the machine under the supervision of the vendor technician and medical supervisor. The center is currently enrolling clients and creating a calendar of service days. The official grand opening ceremony will be taking place March 3, 2017.

The Harbor Area Tattoo Removal program is moving forward as a mobile tattoo removal unit. The increased up front cost of purchasing and retrofitting a motorhome has caused some delay in starting services, however the laser machine has already been acquired. Contractor is in the final stages of fundraising and has identified possible units. The City of Los Angeles and the City of Long Beach (CBVP sister city grant recipient), with the support of our OJJDP Program Manager, have been exploring partnership structures in regards to the Tattoo Removal Program. The City of Los Angeles has conducted several site visits with the City of Long Beach to discuss needs of their residents and to identify possible service centers. The Tattoo Removal program will service residents of both cities, creating a regional approach to violence reduction and community development. The City of Los Angeles will station the Tattoo Removal mobile unit at several locations identified by the City of Long Beach on a regular schedule and provide service in partnership with local non-profits, a local hospital, and the Long Beach Police Department.

### **Social Embeddedness Tool (SET)**

The Social Embeddedness Tool is designed to assist the GRYD Case Manager in developing a case plan for clients. Proyecto Palabra clients are initially enrolled as TCS clients, upon successful graduation they are enrolled in GRYD Family Case Management (FCM). The GRYD Office leverages its existing programs and fund to provide this longer more in depth service to

clients who completed to the initial TCS 3-month commitments. Once enrolled in FCM services client assessment and case plan are guided by the SET. The SET results, establish a baseline that describes a client's attachment to his or her gang, family and another "group" (church, sports team, or any other group that is not the gang). The SET Feedback Report provides feedback on each client's social and behavioral norms and captures areas of concern and areas of strength. Feedback Reports are a tool used by Case Managers to develop a prescriptive individual case plan that best addresses the identified concerns and leverages the client's strengths. The SET is re-administered every 6 months to document progress toward self-improvement, reducing gang influence and increasing a focus on non-gang alternatives. The intake and retest SET tracks a client's change in self-differentiation and behavior.

### **Proactive Peacekeeping**

Contractors partnered with city and non-profit agencies to coordinate events and proactive peacekeeping activities. Proactive peacekeeping events are designed to target and engage the gang involved individuals and their friends and families. Contractor provided several peacekeeping events including:

- East Los Angeles Peace March – Contractor along with the Mayor's GRYD Office and key partners coordinated a large community peace march and concert. The Peace March included Native American ceremony in an area that has experienced a spike in gang related crime and continued through the community, stopping to recognize several gang related homicide sites. The march included residents, community based organization representatives, law enforcement leadership, local government representatives, and family of victims being honored. The Peace March culminated in a resource fair and concert with positive messaging throughout the performances. Approximately 600 people participated.
- Wabash Recreation Center Community Concert – Contractor along with the Mayor's Summer Night Lights team coordinated a community concert and resource fair in an area that has traditionally lacked resources and support. Approximately 500 people attended.
- Summer Night Lights Engagement – Community Intervention Workers have used Summer Night Lights as a platform to engage gang members in proactive peacekeeping

events and activities in order to develop relationships and expand their network. Events such as sporting tournaments, gender specific workshops, art workshops, leadership workshops, and cultural teachings workshops.

### **Summer Night Lights – Cease Fire Agreements**

Summer Night Lights (SNL) is a component of the Mayor's summer violence reduction strategy. SNL maintains 32 sites open until 11:30pm Wednesday thru Saturday. SNL began June 29<sup>th</sup> and commenced on August 26<sup>th</sup>. Contractors throughout the city established cease-fire agreements within and around SNL sites that have MS and 18<sup>th</sup> street gang presence and/or influence including El Sereno, Montecito, Valley Plaza, Sun Valley and Delano Recreation Centers. The Mayor's SNL program provided employment to over 350 youth from the areas surrounding the 32 sites. A total of 55 youth from the Palabra GRYD Areas were hired to implement Summer Night Lights at El Sereno, Montecito, Valley Plaza, Sun Valley and Delano Recreation Centers, in addition to 33 youth from other MS-13 and 18<sup>th</sup> Street influenced sites, Lemon Grove, Toberman, and Normandie Recreation Center.

### **Incident Response**

Contractor, along with the Mayor's GRYD staff, responded to gang-related incidents of violence in the Palabra GRYD Areas (Los Angeles Police Department Hollenbeck, Northeast, North Hollywood, and West Valley Divisions). GRYD also has city funded contracts in MS-13 and 18<sup>th</sup> street influenced areas including (Los Angeles Police Department Rampart, Olympic, Hollywood, and West LA Divisions) using the Incident Response Protocol and communication "Triangle Partnership." Contractor provided Mayor's GRYD Office on-going consultation on gang dynamics of MS-13 and 18<sup>th</sup> Street to reduce the potential for retaliation after an incident of violence. The Mayor's GRYD Office and Contractors responded to a total 95 incidents of violence stemming from the Palabra GRYD Areas during the reporting period.

### **Strategic Partnerships:**

The Mayor's GRYD Office has established strong partnerships with the Los Angeles Police Department to reduce gang related violence. Mayor's GRYD Office and Community Intervention Workers from each GRYD Zone have established monthly LAPD/GRYD Partnership meetings with law enforcement leadership. Partnership meetings serve to discuss gang activity, hotspots, gang trends, peacekeeping events, and explore partnership opportunities.



Mayor Eric Garcetti  
Office of Gang Reduction and Youth Development  
State and Community Development Invited Applicants Grant  
2012-PB-FX-K003  
(2015 and 2012 Awards)  
Proyecto Palabra

Progress Report January 1, 2017 – June 30, 2017

**Introduction**

The following documents the progress of the CBVP grant program, Proyecto Palabra, for the period January 1, 2017 to June 30, 2017. Los Angeles Mayor Eric Garcetti's Office of Gang Reduction and Youth Development (Mayor's GRYD Office) contracted with intervention service providers Communities in Schools (CIS) and Soledad Enrichment Action, Inc. (SEA), [Contractors] to implement Intervention and Tattoo Removal Services in accordance with the approved Scope of Work.

**Intervention Transitional Client Services (TCS)**

Contractors provided Transitional Client Services to 17 clients during the reporting period. TCS is delivered on a three month Cycle. TCS focuses on immediate needs, short-term goals, and preparing the client for participation in Family Case Management services. Transitional Client Services include, but are not limited to, referrals for: substance abuse, life skills courses, anger management courses, domestic violence support groups, job readiness/certification programs, and tattoo removal. Short-term goals may include, but are not limited to, obtaining legal identification and other work related documentation, and enrollment in educational or vocational programs.

**Tattoo Removal Services**

GRYD Tattoo Removal Program is offered as a free service to clients with visible gang related or anti-social tattoos. Removal of a tattoo requires an average of 9 sessions with a six-week recovery period between each session. Depending on the density and color of the ink, some clients may require further treatment sessions. Tattoo removal is an important part of de-



identifying a client from the gang lifestyle and integrating him/her back into society and ultimately the work force.

Currently 149 clients are receiving tattoo removal services in the Central and Valley Palabra Areas. The Central Area program has 22 trained medical volunteers from LAC+USC Medical Center. The grand opening ceremony, which took place on March 3, 2017 was a huge success with several community partners and clients eager to receive tattoo removal services. The program has continued receiving lots of community and partner support. Ricco Hall, State Program Manager, was able to visit the facility during his Los Angeles site visit in June. The program is continuing to enroll clients and more service dates have been added due to the high demand.

The Harbor Area Tattoo Removal program is moving forward as a mobile tattoo removal unit. The increased up front cost of purchasing and retrofitting a motorhome has continued to cause delays in starting services. The City of Los Angeles is supporting the contractor with fundraising efforts and hopes to move forward with the purchase and retro fit of the mobile unit as soon as possible. The goal is still to partner with the City of Long Beach. The Tattoo Removal program will service residents of both cities, creating a regional approach to violence reduction and community development. The City of Los Angeles will station the Tattoo Removal mobile unit at several locations identified by the City of Long Beach on a regular schedule and provide service in partnership with local non-profits, a local hospital, and the Long Beach Police Department. The City has identified a company experienced in medical retrofits and has obtained bids to appropriately equip the mobile unit for the purpose of tattoo removal.

### **Social Embeddedness Tool (SET)**

The Social Embeddedness Tool is designed to assist the GRYD Case Manager in developing a case plan for clients. Proyecto Palabra clients are initially enrolled as TCS clients, and upon successful graduation they are enrolled in GRYD Family Case Management (FCM). The GRYD Office leverages its existing programs and funds to provide this longer more in depth service to clients who complete the 3-month TCS process. Once enrolled in FCM services, client assessment and case plans are guided by the SET. The SET results establish a baseline that describes a client's attachment to his or her gang, family and another "group" (church, sports team, or any other group that is not the gang). The SET Feedback Report provides feedback on

each client's social and behavioral norms and captures areas of concern and strength. Feedback Reports are a tool used by Case Managers to develop a prescriptive individual case plan that addresses the identified concerns and leverages the client's strengths. The SET is re-administered every 6 months to document progress toward self-improvement, reducing gang influence and increasing a focus on non-gang alternatives. The intake and retest SETs track a client's change in self-differentiation and behavior.

### **Proactive Peacekeeping**

Contractors partnered with city and non-profit agencies to coordinate events and proactive peacekeeping activities. Proactive peacekeeping events are designed to target and engage the gang involved individuals and their friends and families. Contractor provided several peacekeeping events including:

- Earlier this year contractor began conversations with several Mara Salvatrucha 13 (MS-13) gang cliques to begin developing a soccer league. Contractor has been able to engage MS-13 in several games and is currently exploring doing a larger southern CA tournament. This has served to gain access into the different cliques for the purpose of providing service, enrolling individuals into GRYD Family Case Management, and to improve effectiveness of crisis mediation.
- Contractor was able to provide 12 individuals affiliated with MS-13 gang an opportunity for employment. Contractor developed a partnership with a local company who was willing to hire several youth who have demonstrated significant progress in the GRYD program. Some of the youth obtained full-time work and others part-time employment. Contractor provides on going coaching and mentorship to ensure youth maintain their employment and are supported with services.
- Contractor coordinated a Block Party focused on engaging 18<sup>th</sup> Street gang members in the Central Palabra Area. Contractor provided free food, music, activities, and had several service providers present to help engage individuals. Services available included educational support, clergy youth group support, supportive services and more. Approximately 150 people participated in the event.

### **Summer Night Lights – Cease Fire Agreements**

Summer Night Lights (SNL) is a component of the Mayor's summer violence reduction strategy. SNL maintains 32 sites open until 11:30pm Wednesday through Saturday. SNL began June 28<sup>th</sup> and continues to August 25<sup>th</sup>. Contractors throughout the city established cease-fire agreements within and around SNL sites that have MS-13 and 18<sup>th</sup> Street gang presence and/or influence including El Sereno, Montecito, Valley Plaza, Sun Valley and Delano Recreation Centers. The Mayor's SNL program provided employment to over 350 youth from the areas surrounding the 32 sites. A total of 55 youth from the Palabra GRYD Areas were hired to implement Summer Night Lights at El Sereno, Montecito, Valley Plaza, Sun Valley and Delano Recreation Centers, in addition to 33 youth from other MS-13 and 18<sup>th</sup> Street influenced sites, Lemon Grove, Toberman, and Normandie Recreation Center.

### **Incident Response**

Contractor, along with Mayor's GRYD staff, responded to gang-related incidents of violence in the Palabra GRYD Areas (Los Angeles Police Department Hollenbeck, Northeast, North Hollywood, and West Valley Divisions). GRYD also has city funded contracts in MS-13 and 18<sup>th</sup> Street influenced areas including (Los Angeles Police Department Rampart, Olympic, Hollywood, and West LA Divisions) using the Incident Response Protocol and communication "Triangle Partnership." Contractor provided Mayor's GRYD Office on-going consultation on gang dynamics of MS-13 and 18<sup>th</sup> Street to reduce the potential for retaliation after an incident of violence. The Mayor's GRYD Office and Contractors responded to a total of 54 incidents of violence stemming from the Palabra GRYD Areas during the reporting period.

### **Strategic Partnerships:**

The Mayor's GRYD Office has established strong partnerships with the Los Angeles Police Department to reduce gang related violence. The Mayor's GRYD Office and Community Intervention Workers from each GRYD Zone have established monthly LAPD/GRYD Partnership meetings with law enforcement leadership. Partnership meetings serve to discuss gang activity, hotspots, gang trends, peacekeeping events, and explore partnership opportunities.