



**ERIC GARCETTI**  
**MAYOR**

April 21, 2016

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

Re: Request for Authority to Accept a Twelve Month No-Cost Extension 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 for the period October 1, 2015 to September 30, 2016; and Request for Authority to Accept a \$682,000.00 Supplemental 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, State and Community Development Invited Applications Grant, for the period October 1, 2015 to September 30, 2017.

Dear Honorable Members:

On March 27, 2013, the Los Angeles City Council authorized the Mayor's Office of Gang Reduction and Youth Development ("GRYD Office") to accept the Fiscal Year 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 (Council File No. 13-0136).

However, due to project implementation delays within the FY12 performance period, the program requires additional time to spend the remaining \$584,709.26 and an extension to spend the remaining funds was requested. On September 2, 2015, the GYRD Office

received notice from the OJJDP confirming a 12-month no-cost project period extension of the grant award, increasing the term of the grant to September 30, 2016 ("Extension"). The GRYD Office respectfully requests that the City of Los Angeles ("City") authorize the acceptance of the no-cost extension for twelve months, from October 1, 2015 through September 30, 2016. The GRYD Office also seeks Council authority to reallocate the balance of \$584,709.26, as noted in Section V. Budget for Extension.

Additionally, the GRYD Office responded to an OJJDP Notice of Funding Availability authorized by the Department of Justice Appropriations Act, 2015, Public Law 113-235 identified as OJJDP FY 2015 State and Community Development Invited Applications (CFDA #16.123). This is a supplemental award to the previous Grant Award Agreement #2012-PB-FX-K003 accepted by Council on March 27, 2013 (Council File No. 13-0136) (Supplemental Award). The GRYD Office submitted an application in the amount of \$682,000.00 for Proyecto Palabra, "Word of Honor," and received notice on September 25, 2015 confirming its Supplemental Award. The GRYD Office respectfully requests that the City authorize acceptance of the Supplemental Award in the amount of \$682,000.00 for the period of October 1, 2015 through September 30, 2017.

**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 jurisdiction's capacity to implement its comprehensive, evidence-based, community-based violence prevention strategy, with an intervention strategy targeting high-risk activities and behaviors of a small number of community members 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 that will support capacity building within specific communities and will facilitate partner agency efforts to exercise formal and informal social controls which measurably influence community-based violence.

This grant and the ensuing project will train and activate intervention teams equipped to concentrate on the relational networks of two of the most active gangs in Los Angeles that recruit throughout the City and internationally and have established the widest transnational relational networks.

The proposed project aims to 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 18<sup>th</sup> Street. As part of the GRYD Comprehensive Strategy, which is based on the OJJDP Comprehensive Gang Model, the GRYD Office will create a specially trained “gang specific” intervention team (Proyecto Palabra Team) with “palabra” (ability to exert influence) among the MS-13 and 18<sup>th</sup> Street relational networks. This specially trained team will be coordinated by the Mayor's GRYD Office and use faith-based clergy and community intervention workers (“CIWs”) to provide gang intervention services in the Proyecto Palabra GRYD Areas. In addition, this project will increase the community's awareness of the adverse effect of trauma and gang related violence. Proyecto Palabra will focus on GRYD Areas throughout Los Angeles rather than just one GRYD Zone. CIWs will refer 40 clients to GRYD Case Managers to receive GRYD Family Case Management and gang tattoo removal services. Proyecto Palabra will establish cease fire agreements at Summer Night Lights parks serving the Proyecto Palabra GRYD Areas. Funds will also be used to send team representatives to the OJJDP Violence Prevention convention.

## **II. Intervention Services under the Extension**

The GRYD Office intends to use the Extension of the FY 2012 Community-Base Violence Prevention Demonstration Site Award to fund one faith based organization and two Intervention Agencies. The faith-based organization, to be determined, will hire one full-time community organizer who will work directly within the Proyecto Palabra Team to develop and support a clergy council to engage with the Los Angeles Police Department and other partners to improve community health.

The GRYD Office requests authority to contract with a contractor, to be selected through an informal procurement process, for \$81,000.00 to provide faith-based services in the Central Proyecto Palabra Bureau for a performance period of October 1, 2015 to September 30, 2016.

Furthermore, the two intervention agencies, Communities in Schools (“CIS”) and Soledad Enrichment Action (“SEA”), will provide programs in three areas affected by 18<sup>th</sup> Street and MS-13 gangs, known as the Proyecto Palabra GRYD Areas. The agencies will provide full time specialized CIWs who will be fully funded by this grant. The CIWs will work directly within the Proyecto Palabra Team to engage community residents, monitor conflicts between individuals and gangs, and provide proactive peacekeeping to intervene in crisis situations and prevent outbursts of violence. The CIWs will also provide support to youth and their families to educate them about alternatives to their current lifestyles and connect clients to resources and services.

The Proyecto Palabra Team will provide proactive peacemaking activities by engaging gang-involved youth and reducing gang tensions. Contractors will refer 40 active gang members ages 14-25 to family-based case management services to. Clients will receive self-differentiation evaluation through the Social Embeddedness Tool.

CIS and SEA were selected to provide intervention services in their respective GRYD Zones through a formal procurement process in 2015. In August 2015, the City Council authorized the Mayor's Office to execute a contract with CIS to provide intervention services in the Pacoima GRYD Zone for the term of July 1, 2015 to June 30, 2016, in an amount not to exceed \$812,000.00 (Council File Number 15-0758, August 14, 2015). In August 2015, the City Council authorized the Mayor's Office to execute a contract with SEA to provide intervention services in the Hollenbeck I, Hollenbeck II, Hollenbeck III, Southeast II, Northeast and 77<sup>th</sup> II GRYD Zones for the term of July 1, 2015 to June 30, 2016, in an amount not to exceed \$3,330,000.00 (Council File Number 15-0758, August 14, 2015).

The GRYD Office requests authority to contract with CIS for \$101,246.08 to provide additional intervention services in the Valley Proyecto Palabra Bureau for a performance period of October 1, 2015 to September 30, 2016.

Additionally the GRYD Office requests authority to contract with SEA for a total of \$287,492.18 for intervention services and tattoo removal services in the South/West and Central Proyecto Palabra Bureaus for a performance period of October 1, 2015 to September 30, 2016. The total amount of \$287,492.18 includes allocation of \$202,492.18 for specialized intervention services and \$85,000.00 for a GRYD tattoo removal program.

In addition to funding the contracted positions above, the GRYD office intends to use the remaining \$114,971.00 Extension funds for salaries, fringe benefits, travel costs and supplies, as detailed in Section V. Budget for Extension.

### **III. Intervention Services under the Supplemental Award**

The GYRD Office intends to use the FY 2015 State and Community Development Invited Applications Award (the "Supplemental Award") to fund one faith based organization and two intervention agencies. The faith-based organization, to be determined, will employ one full-time community organizer who will work directly within the Proyecto Palabra Team to develop and support a clergy council to engage with the Los Angeles Police Department and other partners to improve community health.

The GRYD Office requests authority to contract with a contractor, to be selected through an informal procurement process for \$28,000.00 to provide faith-based services

in the Central Proyecto Palabra Bureau for a one-year performance period of October 1, 2016 to September 30, 2017.

Furthermore, the two intervention agencies, Communities in Schools ("CIS") and Soledad Enrichment Action ("SEA"), will provide programs in areas affected by 18<sup>th</sup> Street and MS-13 gangs, known as the Proyecto Palabra GRYD Areas. The agencies will provide full time specialized CIWs who will be fully funded by this grant. The CIWs will work directly within the Proyecto Palabra Team to engage community residents, monitor conflicts between individuals and gangs, and provide proactive peacekeeping to intervene in crisis situations and prevent outbursts of violence. The CIWs will also provide support to youth and their families to educate them about alternatives to their current lifestyles and connect clients to resources and services.

The GRYD Office requests authority to contract with CIS for \$51,166.65 to provide additional intervention services in the Valley Proyecto Palabra Bureau for a one-year performance period of October 1, 2016 to September 30, 2017.

Additionally the GRYD Office requests authority to contract with SEA for a total of \$144,333.30 for intervention services in the South/West and Central Proyecto Palabra Bureaus for a one-year performance period of October 1, 2016 to September 30, 2017.

A 12 month no-cost project period extension request is pending with the Grantor to take this Supplemental award through September 30, 2018. The Mayor's Office will return to Council at a later date to accept this extension and request the reallocation of the balance of the project funds in the amount of \$223,499.96 and contracting authorities. This amount is detailed in Section VI. Budget for Supplemental Award under Contractual Reserves.

In addition to funding the contracted positions above, the GRYD office intends to use the remaining \$235,000.09 Supplemental funds for salaries, fringe benefits, travel costs and supplies, as detailed in Section VI. Budget for Supplemental Award.

#### **IV. Project Implementation and Contract Management under the Extension and Supplemental Award**

Under both the Extension and Supplemental Awards, the GRYD office will staff Proyecto Palabra with one 100% FTE Regional Program Coordinator (RPC). The RPC will oversee programing aspects of the Proyecto Palabra contracts. The RPC will monitor intervention strategies to ensure that they are carried out effectively. The RPC will serve as the direct contact between Proyecto Palabra team members, LAPD, community stakeholders, and key partners. One 15% FTE Grant Specialist will provide financial management and reporting services related to Proyecto Palabra contracts.

The Grant Specialist is part of the GRYD Administrative Team, which is responsible for overseeing City contracts for direct services including gang prevention, intervention, evaluation, and training. The Grant Specialist will perform duties and tasks related to the grant and financial management and reporting of City General Funds and State and Federal grants.

**V. Budget for Extension**

<b>SALARIES</b>		
<b>Name/Position</b>	<b>Grant Funds</b>	<b>Total Cost</b>
Regional Program Coordinator	\$65,291.00 Annual Salary @ 100%	\$65,291
Grant Specialist	\$67,087.46 Annual Salary @ 15%	\$10,063
<b>Total Salaries:</b>		<b>\$75,354</b>

<b>FRINGE BENEFITS</b>		
<b>Name/Position</b>	<b>Grant Funds</b>	<b>Total Cost</b>
Regional Program Coordinator	\$65,291.00 Annual Salary X 100% X 36.57%	\$23,876.92
Grant Specialist	\$67,087.46 Annual Salary X 15% X 36.57%	\$3,680.08
<b>Total Fringe Benefits:</b>		<b>\$27,557</b>

<b>TRAVEL</b>		
	<b>Grant Funds</b>	<b>Total Cost</b>
One OJJDP 3-day National training in Washington D.C.	Airfare; 6 roundtrip Airplane tickets @ \$700 X 6 staff = \$4,200	\$4,200
	Lodging; 1 room/night @ \$250/night X 6 staff X 3 nights = \$4,500	\$4,500
	Local Transportation; \$80/staff X 6 staff = \$480	\$480
	Per Diem; \$60/day X 3 days X 6 staff = \$1080	\$1,080
<b>Total Travel:</b>		<b>\$10,260</b>

<b>CONTRACTUAL SERVICES</b>		
<b>Agency Name</b>	<b>Palabra GRYD Area</b>	<b>Total Cost</b>
Faith Based Organization (TBD)	Central Bureau	\$81,000
Communities in Schools	Valley Bureau	\$101,246.08
Soledad Enrichment Action, Inc.	South/West Bureau; Central Bureau; and Tattoo Removal Services	\$101,246.09 + \$101,246.09 + 85,000
<b>Total Contractual Services:</b>		<b>\$469,738.26</b>

<b>SUPPLIES</b>		
	<b>Grant Funds</b>	<b>Total Cost</b>
Office supplies needed to meet project deliverables	\$50 per month X 12 months	\$600
Program Supplies; Community Action Team	\$100 per month X 12 months	\$1,200
<b>Total Supplies:</b>		<b>\$1,800</b>

**Total Extension Award Budget: \$584,709.26**

#### **VI. Budget for Supplemental Award**

The table below indicates how GRYD staff funds are allocated:

<b>SALARIES</b>		
<b>Name/Position</b>	<b>Grant Funds</b>	<b>Total Cost</b>
Regional Program Coordinator	\$67,087.44 Annual Salary @ 100% X 2 years= \$134,174.88	\$134,174.88
Grant Specialist	\$68,924.88 Annual Salary @ 15% X 2 years = \$20,677.46	\$20,677.46
<b>Total Salaries:</b>		<b>\$154,852.34</b>

<b>FRINGE BENEFITS</b>		
<b>Name/Position</b>	<b>Grant Funds</b>	<b>Total Cost</b>
Regional Program Coordinator	\$67,087.44 Annual Salary X 100% X 36.57% X 2 years = \$49,067.75	\$49,067.75
Grant Specialist	\$68,924.88 Annual Salary X 15% X 36.57% X 2 years = \$7,562	\$7,562
<b>Total Fringe Benefits:</b>		<b>\$56,629.75</b>

<b>TRAVEL</b>		
	<b>Grant Funds</b>	<b>Total Cost</b>
One OJJDP 3-day National training in Washington D.C.	Airfare; 6 roundtrip Airplane tickets @ \$700 X 6 staff = \$4,200	\$4,200
	Lodging; 1 room/night @ \$250/night X 6 staff X 3 nights = \$4,500	\$4,500
	Local Transportation; \$80/staff X 6 staff = \$480	\$480
	Per Diem; \$60/day X 3 days X 6 staff = \$1080	\$1,080
<b>Total Travel:</b>		<b>\$10,260</b>

<b>SUPPLIES</b>	
	<b>Total Cost</b>
Office supplies needed to meet project deliverables	\$5,928
Program Supplies; Community Action Team	\$5,400
Laptop Computer	\$1,300
Software	\$430
Printer	\$200
<b>Total Supplies:</b>	<b>\$13,258</b>

<b>CONTRACTUAL SERVICES</b>		
<b>Agency Name</b>	<b>GRYD Zone</b>	<b>Total Cost</b>
Faith Based Organization (TBD)	Central Bureau	\$28,000
Communities in Schools	Valley Bureau	\$51,166.65
Soledad Enrichment Action, Inc.	South/West Bureau and Central Bureau	\$93,166.65 + \$51,166.65
<b>Total Contractual Services:</b>		<b>\$223,499.95</b>

<b>CONTRACTUAL RESERVES</b>		
<b>Agency Name</b>	<b>GRYD Zone</b>	<b>Total Cost</b>
Faith Based Organization (TBD)	Central Bureau	\$28,000
Communities in Schools	Valley Bureau	\$51,166.65
Soledad Enrichment Action, Inc.	South/West Bureau and Central Bureau	\$93,166.66 + \$51,166.65
<b>Total Contractual Reserves:</b>		<b>\$223,499.96</b>

**Total Supplemental Award Budget: \$682,000.00**

## **VII. RECOMMENDATIONS**

It is therefore requested that the City Council:

1. **Authorize** the Mayor, or designee, to:
  - a. Retroactively accept the no-cost extension of the FY 2012 Community-Based Violence Prevention Demonstration Program for the Proyecto Palabra, "Word of Honor" Project (the Extension) for twelve months, from October 1, 2015 to September 30, 2016;
  - b. Accept the FY 2015 Community-Based Violence Prevention Demonstration Program for the Proyecto Palabra, "Word of Honor" Project Supplemental Award in the amount of \$682,000.00 and execute the Supplemental 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 effective

October 1, 2016 through September 30, 2017, and submit any other necessary agreements and documents relative to the grant award, subject to the review of the City Attorney as to form;

- c. Negotiate and execute a contract with a contractor, to be identified through an informal procurement process, to provide faith-based services in support of the Proyecto Palabra project under the Extension, for the period of October 1, 2015 through September 30, 2016 and for an amount not to exceed \$81,000, from federal grant No. 2012-PB-FX-K003, Fund No. 55K, subject to approval of the City Attorney as to form and compliance with City contracting requirements;
- d. Negotiate and execute a contract with Communities in Schools to provide gang intervention services in support the Proyecto Palabra project under the Extension, for the period beginning October 1, 2015 to September 30, 2016 and for an amount not to exceed \$101,246.08, from federal grant No. 2012-PB-FX-K003, Fund No. 55K, subject to approval of the City Attorney as to form and compliance with City contracting requirements;
- e. Negotiate and execute a contract with Soledad Enrichment Action, Inc. to provide gang intervention services and tattoo removal services in support of the Proyecto Palabra project under the Extension, for the period beginning October 1, 2015 to September 30, 2016 and for an amount not to exceed \$287,492.18, from federal grant No. 2012-PB-FX-K003, Fund No. 55K, subject to approval of the City Attorney as to form and compliance with City contracting requirements;
- f. Negotiate and execute a contract with a contractor, to be identified through an informal procurement process, to provide faith-based services in support the Proyecto Palabra project under the Supplemental Award, for the period beginning October 1, 2016 to September 30, 2017 and for an amount not to exceed \$28,000.00, from federal grant No. 2012-PB-FX-K003, Fund No. 55K, subject to approval of the City Attorney as to form and compliance with City contracting requirements;
- g. Negotiate and execute a contract with Communities in Schools to provide gang intervention services in support the Proyecto Palabra project under the Supplemental Award, for the period beginning October 1, 2016 to September 30, 2017 and for an amount not to exceed \$51,166.65, from federal grant No. 2012-PB-FX-K003, Fund

No. 55K, subject to approval of the City Attorney, as to form and compliance with City contracting requirements; and

- h. Negotiate and execute a contract with Soledad Enrichment Action, Inc. to provide gang intervention services in support of the Proyecto Palabra project under the Supplemental Award, for the period beginning October 1, 2016 to September 30, 2017 and for an amount not to exceed \$144,333.31, from federal grant No. 2012-PB-FX-K003, Fund No. 55K, subject to approval of the City Attorney as to form and compliance with City contracting requirements.

2. **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; and
- b. Recognize a supplemental receivable in Fund 55K in the amount of \$682,000.00; expend funds upon presentation and proper demand from the Mayor, or designee, and establish appropriation accounts as follows:

Account No.	Account Title	Amount
46N146	Mayor Salaries	\$154,852
46N299	Related Costs	\$56,630
46N213	Travel	\$10,260
46N304	Contractual	\$447,000
46N601	Office and Administration	<u>\$13,258</u>
Total:		\$682,000

- c. Upon submission of proper documentation, transfer up to \$211,482 from the 2012 Community-Based Violence Prevention Demonstration Supplemental Grant Fund 55K, Department 46 as follows:

FROM:

<u>Fund/Dept</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
55K/46	46N146	Salaries – Mayor's Office	\$154,852
55K/46	46N299	Related Costs	<u>56,630</u>
Total:			\$211,482

TO:

<u>Fund/Dept</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
100/46	001020	Salaries Grant Reimbursed	\$154,852
100/46	5346	Related Cost Reimbursement	<u>56,630</u>
Total:			\$211,482

- d. Upon submission of proper documentation, transfer up to \$75,354 from the 2012 Community-Based Violence Prevention Demonstration Grant Extension Fund 55K, Department 46 as follows:

FROM:

<u>Fund/Dept</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
55K/46	46M146	Mayor	\$ 75,354
55K/46	46M299	Related Costs	<u>27,557</u>
Total:			\$102,911

TO:

<u>Fund/Dept</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
100/46	001020	Salaries Grant Reimbursed	\$75,354
100/46	5346	Related Cost Reimbursement	<u>\$27,557</u>
Total:			\$102,911

- e. Transfer appropriations within Fund 55K for the reallocation of 2012 Community-Based Violence Prevention Demonstration Grant Extension funds as described within this report as follows:

FROM:

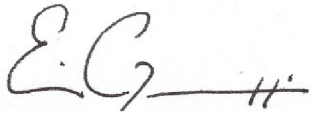
<u>Fund/Dept</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
55K/46	46J304	Contractual Services	\$55,833.16
55K/46	46J601	Supplies	4,900.31
55K/46	46J602	Community Events & Outreach	<u>13,651.00</u>
Total:			\$74,384.47

TO:

<u>Fund/Dept</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
55K/46	46J213	Travel	\$7,221.60
55K/46	46M146	Mayor	61,554.72
55K/46	46M299	Related Cost Reimbursement	<u>\$5,608.15</u>
Total:			\$74,384.47

3. **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.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Garcetti", with a horizontal line extending to the right.

ERIC GARCETTI  
Mayor

EG: kg

Attachments

1. FY-15 Community-Based Violence Prevention Demonstration Program – Notice of Award
2. FY-15 Project Application - Program Narrative
3. FY-15 Community-Based Violence Prevention Demonstration Program – Intervention Agency Scope of Work Template
4. OJJDP 2012-PB-FX-K003 Grant Adjustment Notice



Department of Justice

Office of Justice Programs

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Office of the Assistant Attorney General

Washington, D.C. 20531

September 25, 2015

Ms. Anne Tremblay Esq.  
City of Los Angeles  
200 North Spring St.  
SW Mezzanine Room M175  
Los Angeles, CA 90012

Dear Ms. Tremblay:

On behalf of Attorney General Loretta Lynch, it is my pleasure to inform you that the Office of Justice Programs has approved your application for funding under the FY 15 State and Community Development Invited Applications in the amount of \$682,000 for City of Los Angeles.

Enclosed you will find the Grant Award and Special Conditions documents. This award is subject to all administrative and financial requirements, including the timely submission of all financial and programmatic reports, resolution of all interim audit findings, and the maintenance of a minimum level of cash-on-hand. Should you not adhere to these requirements, you will be in violation of the terms of this agreement and the award will be subject to termination for cause or other administrative action as appropriate.

If you have questions regarding this award, please contact:

- Program Questions, Ricco Hall, Program Manager at (202) 616-3807; and
- Financial Questions, the Office of the Chief Financial Officer, Customer Service Center (CSC) at (800) 458-0786, or you may contact the CSC at [ask.ocfo@usdoj.gov](mailto:ask.ocfo@usdoj.gov).

Congratulations, and we look forward to working with you.

Sincerely,

A handwritten signature in black ink, reading "Karol V. Mason", is positioned above the typed name.

Karol Virginia Mason  
Assistant Attorney General

Enclosures



## OFFICE FOR CIVIL RIGHTS

Office of Justice Programs

Department of Justice

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Washington, DC 20531

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E-mail: [askOCR@usdoj.gov](mailto:askOCR@usdoj.gov)

Website: [www.ojp.usdoj.gov/ocr](http://www.ojp.usdoj.gov/ocr)

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September 25, 2015

Ms. Anne Tremblay Esq.  
City of Los Angeles  
200 North Spring St.  
SW Mezzanine Room M175  
Los Angeles, CA 90012

Dear Ms. Tremblay:

Congratulations on your recent award. In establishing financial assistance programs, Congress linked the receipt of federal funding to compliance with federal civil rights laws. The Office for Civil Rights (OCR), Office of Justice Programs (OJP), U.S. Department of Justice (DOJ) is responsible for ensuring that recipients of financial assistance from the OJP, the Office of Community Oriented Policing Services (COPS), and the Office on Violence Against Women (OVW) comply with the applicable federal civil rights laws. We at the OCR are available to help you and your organization meet the civil rights requirements that come with DOJ funding.

### **Ensuring Access to Federally Assisted Programs**

Federal laws that apply to recipients of financial assistance from the DOJ prohibit discrimination on the basis of race, color, national origin, religion, sex, or disability in funded programs or activities, not only in employment but also in the delivery of services or benefits. A federal law also prohibits recipients from discriminating on the basis of age in the delivery of services or benefits.

In March of 2013, President Obama signed the Violence Against Women Reauthorization Act of 2013. The statute amends the Violence Against Women Act of 1994 (VAWA) by including a nondiscrimination grant condition that prohibits discrimination based on actual or perceived race, color, national origin, religion, sex, disability, sexual orientation, or gender identity. The new nondiscrimination grant condition applies to certain programs funded after October 1, 2013. The OCR and the OVW have developed answers to some frequently asked questions about this provision to assist recipients of VAWA funds to understand their obligations. The Frequently Asked Questions are available at <http://ojp.gov/about/ocr/vawafaqs.htm>.

### **Enforcing Civil Rights Laws**

All recipients of federal financial assistance, regardless of the particular funding source, the amount of the grant award, or the number of employees in the workforce, are subject to prohibitions against unlawful discrimination. Accordingly, the OCR investigates recipients that are the subject of discrimination complaints from both individuals and groups. In addition, based on regulatory criteria, the OCR selects a number of recipients each year for compliance reviews, audits that require recipients to submit data showing that they are providing services equitably to all segments of their service population and that their employment practices meet equal opportunity standards.

## **Providing Services to Limited English Proficiency (LEP) Individuals**

In accordance with DOJ guidance pertaining to Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d, recipients of federal financial assistance must take reasonable steps to provide meaningful access to their programs and activities for persons with limited English proficiency (LEP). See U.S. Department of Justice, Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons, 67 Fed. Reg. 41,455 (2002). For more information on the civil rights responsibilities that recipients have in providing language services to LEP individuals, please see the website <http://www.lep.gov>.

## **Ensuring Equal Treatment for Faith-Based Organizations**

The DOJ regulation, Equal Treatment for Faith-Based Organizations, 28 C.F.R. pt. 38, requires State Administering Agencies (SAAs) to treat faith-based organizations the same as any other applicant or recipient. The regulation prohibits SAAs from making awards or grant administration decisions on the basis of an organization's religious character or affiliation, religious name, or the religious composition of its board of directors.

The regulation also prohibits faith-based organizations from using financial assistance from the DOJ to fund inherently (or explicitly) religious activities. While faith-based organizations can engage in non-funded inherently religious activities, they must hold them separately from the program funded by the DOJ, and recipients cannot compel beneficiaries to participate in them. The Equal Treatment Regulation also makes clear that organizations participating in programs funded by the DOJ are not permitted to discriminate in the provision of services on the basis of a beneficiary's religion. For more information on the regulation, please see the OCR's website at [http://www.ojp.usdoj.gov/about/ocr/equal\\_fbo.htm](http://www.ojp.usdoj.gov/about/ocr/equal_fbo.htm).

SAAs and faith-based organizations should also note that the Omnibus Crime Control and Safe Streets Act (Safe Streets Act) of 1968, as amended, 42 U.S.C. § 3789d(c); the Victims of Crime Act of 1984, as amended, 42 U.S.C. § 10604(e); the Juvenile Justice and Delinquency Prevention Act of 1974, as amended, 42 U.S.C. § 5672(b); and VAWA, Pub. L. No. 113-4, sec. 3(b)(4), 127 Stat. 54, 61-62 (to be codified at 42 U.S.C. § 13925(b)(13)) contain prohibitions against discrimination on the basis of religion in employment. Despite these nondiscrimination provisions, the DOJ has concluded that it may construe the Religious Freedom Restoration Act (RFRA) on a case-by-case basis to permit some faith-based organizations to receive DOJ funds while taking into account religion when hiring staff, even if the statute that authorizes the funding program generally forbids recipients from considering religion in employment decisions. Please consult with the OCR if you have any questions about the regulation or the application of RFRA to the statutes that prohibit discrimination in employment.

## **Using Arrest and Conviction Records in Making Employment Decisions**

The OCR issued an advisory document for recipients on the proper use of arrest and conviction records in making hiring decisions. See Advisory for Recipients of Financial Assistance from the U.S. Department of Justice on the U.S. Equal Employment Opportunity Commission's Enforcement Guidance: Consideration of Arrest and Conviction Records in Employment Decisions Under Title VII of the Civil Rights Act of 1964 (June 2013), available at [http://www.ojp.usdoj.gov/about/ocr/pdfs/UseofConviction\\_Advisory.pdf](http://www.ojp.usdoj.gov/about/ocr/pdfs/UseofConviction_Advisory.pdf). Recipients should be mindful that the misuse of arrest or conviction records to screen either applicants for employment or employees for retention or promotion may have a disparate impact based on race or national origin, resulting in unlawful employment discrimination. In light of the Advisory, recipients should consult local counsel in reviewing their employment practices. If warranted, recipients should also incorporate an analysis of the use of arrest and conviction records in their Equal Employment Opportunity Plans (EEOs) (see below).

## **Complying with the Safe Streets Act**

An organization that is a recipient of financial assistance subject to the nondiscrimination provisions of the Safe Streets Act, must meet two obligations: (1) complying with the federal regulation pertaining to the development of an EEO (see 28 C.F.R. pt. 42, subpt. E) and (2) submitting to the OCR findings of discrimination (see 28 C.F.R. §§ 42.204(c), .205(c)(5)).

### **Meeting the EEOP Requirement**

If your organization has less than fifty employees or receives an award of less than \$25,000 or is a nonprofit organization, a medical institution, an educational institution, or an Indian tribe, then it is exempt from the EEOP requirement. To claim the exemption, your organization must complete and submit Section A of the Certification Form, which is available online at <http://www.ojp.usdoj.gov/about/ocr/pdfs/cert.pdf>.

If your organization is a government agency or private business and receives an award of \$25,000 or more, but less than \$500,000, and has fifty or more employees (counting both full- and part-time employees but excluding political appointees), then it has to prepare a Utilization Report (formerly called an EEOP Short Form), but it does not have to submit the report to the OCR for review. Instead, your organization has to maintain the Utilization Report on file and make it available for review on request. In addition, your organization has to complete Section B of the Certification Form and return it to the OCR. The Certification Form is available at <http://www.ojp.usdoj.gov/about/ocr/pdfs/cert.pdf>.

If your organization is a government agency or private business and has received an award for \$500,000 or more and has fifty or more employees (counting both full- and part-time employees but excluding political appointees), then it has to prepare a Utilization Report (formerly called an EEOP Short Form) and submit it to the OCR for review within sixty days from the date of this letter. For assistance in developing a Utilization Report, please consult the OCR's website at <http://www.ojp.usdoj.gov/about/ocr/eeop.htm>. In addition, your organization has to complete Section C of the Certification Form and return it to the OCR. The Certification Form is available at <http://www.ojp.usdoj.gov/about/ocr/pdfs/cert.pdf>.

To comply with the EEOP requirements, you may request technical assistance from an EEOP specialist at the OCR by telephone at (202) 307-0690, by TTY at (202) 307-2027, or by e-mail at [EEOSubmission@usdoj.gov](mailto:EEOSubmission@usdoj.gov).

### **Meeting the Requirement to Submit Findings of Discrimination**

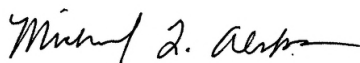
If in the three years prior to the date of the grant award, your organization has received an adverse finding of discrimination based on race, color, national origin, religion, or sex, after a due-process hearing, from a state or federal court or from a state or federal administrative agency, your organization must send a copy of the finding to the OCR.

### **Ensuring the Compliance of Subrecipients**

SAs must have standard assurances to notify subrecipients of their civil rights obligations, written procedures to address discrimination complaints filed against subrecipients, methods to monitor subrecipients' compliance with civil rights requirements, and a program to train subrecipients on applicable civil rights laws. In addition, SAs must submit to the OCR every three years written Methods of Administration (MOA) that summarize the policies and procedures that they have implemented to ensure the civil rights compliance of subrecipients. For more information on the MOA requirement, see [http://www.ojp.usdoj.gov/funding/other\\_requirements.htm](http://www.ojp.usdoj.gov/funding/other_requirements.htm).

If the OCR can assist you in any way in fulfilling your organization's civil rights responsibilities as a recipient of federal financial assistance, please contact us.

Sincerely,



Michael L. Alston  
Director

cc: Grant Manager  
Financial Analyst



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

**Cooperative Agreement**

PAGE 1 OF 7

1. RECIPIENT NAME AND ADDRESS (Including Zip Code)

City of Los Angeles  
200 North Spring St. SW Mezzanine Room M175  
Los Angeles, CA 90012

4. AWARD NUMBER: 2012-PB-FX-K003

5. PROJECT PERIOD: FROM 10/01/2012 TO 09/30/2017

BUDGET PERIOD: FROM 10/01/2012 TO 09/30/2017

6. AWARD DATE 09/25/2015

7. ACTION

Supplemental

2a. GRANTEE IRS/VENDOR NO.

956000735

8. SUPPLEMENT NUMBER

01

2b. GRANTEE DUNS NO.

069928349

9. PREVIOUS AWARD AMOUNT

\$ 1,500,000

3. PROJECT TITLE

Proyecto Palabra

10. AMOUNT OF THIS AWARD

\$ 682,000

11. TOTAL AWARD

\$ 2,182,000

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 FY15(OJJDP CBVP) Pub. L. No. 113-235; 128 Stat. 2130, 2195; FY15(OJJDP NFYV) Pub. L. No. 113-235; 128 Stat. 2130, 2195

14. CATALOG OF DOMESTIC FEDERAL ASSISTANCE (CFDA Number)

16.123 - Community-Based Violence Prevention Program

15. METHOD OF PAYMENT

GPRS

AGENCY APPROVAL

GRANTEE ACCEPTANCE

16. TYPED NAME AND TITLE OF APPROVING OFFICIAL

Karol Virginia Mason  
Assistant Attorney General

18. TYPED NAME AND TITLE OF AUTHORIZED GRANTEE OFFICIAL

Anne Tremblay  
Director of Mayor Garcetti's GRYD Office

17. SIGNATURE OF APPROVING OFFICIAL

*Karol V. Mason*

19. SIGNATURE OF AUTHORIZED RECIPIENT OFFICIAL

19A. DATE

AGENCY USE ONLY

20. ACCOUNTING CLASSIFICATION CODES

FISCAL YEAR	FUND CODE	BUD. ACT.	OFC.	DIV. REG.	SUB.	POMS	AMOUNT
X	F	PB	70	00	00		626000
X	F	NY	70	00	00	00	56000

21. LMUTGT0207



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PROJECT NUMBER 2012-PB-FX-K003

AWARD DATE 09/25/2015

*SPECIAL CONDITIONS*

1. Applicability of Part 200 Uniform Requirements

The Uniform Administrative Requirements, Cost Principles, and Audit Requirements in 2 C.F.R. Part 200, as adopted and supplemented by the Department of Justice (DOJ) in 2 C.F.R. Part 2800 (the "Part 200 Uniform Requirements") apply to this 2015 award from the Office of Justice Programs (OJP). For this 2015 award, the Part 200 Uniform Requirements, which were first adopted by DOJ on December 26, 2014, supersede, among other things, the provisions of 28 C.F.R. Parts 66 and 70, as well as those of 2 C.F.R. Parts 215, 220, 225, and 230.

If this 2015 award supplements funds previously awarded by OJP under the same award number, the Part 200 Uniform Requirements apply with respect to all award funds (whether derived from the initial award or a supplemental award) that are obligated on or after the acceptance date of this 2015 award.

Potential availability of grace period for procurement standards: Under the Part 200 Uniform Requirements, a time-limited grace period may be available under certain circumstances to allow for transition from policies and procedures that complied with previous standards for procurements under federal awards to policies and procedures that comply with the new standards (that is, to those at 2 C.F.R. 200.317 through 200.326).

For more information on the Part 200 Uniform Requirements, including information regarding the potentially-available grace period described above, see the Office of Justice Programs (OJP) website at <http://ojp.gov/funding/Part200UniformRequirements.htm>.

In the event that an award-related question arises from documents or other materials prepared or distributed by OJP that may appear to conflict with, or differ in some way from, the provisions of the Part 200 Uniform Requirements, the recipient is to contact OJP promptly for clarification.

2. The recipient agrees to comply with the Department of Justice Grants Financial Guide as posted on the OJP website (currently, the "2015 DOJ Grants Financial Guide").
3. 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 the Standard Assurances executed by the recipient, and may result in suspension of funding until such time as the recipient is in compliance, or termination of the award.
4. The recipient understands and agrees that OJP may withhold award funds, or may impose other related requirements, if the recipient does not satisfactorily and promptly address outstanding issues from audits required by the Part 200 Uniform Requirements (or by the terms of this award), or other outstanding issues that arise in connection with audits, investigations, or reviews of DOJ awards.
5. 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.
6. The recipient and any subrecipients must promptly refer to the DOJ OIG any credible evidence that a principal, employee, agent, subrecipient, contractor, subcontractor, or other person has -- (1) submitted a claim for award funds that violates 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 award funds. 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](mailto: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](http://www.usdoj.gov/oig)



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PROJECT NUMBER 2012-PB-FX-K003

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*SPECIAL CONDITIONS*

7. Restrictions and certifications regarding non-disclosure agreements and related matters

No recipient or subrecipient under this award, or entity that receives a contract or subcontract with any funds under this award, may require any employee or contractor to sign an internal confidentiality agreement or statement that prohibits or otherwise restricts, or purports to prohibit or restrict, the reporting (in accordance with law) of waste, fraud, or abuse to an investigative or law enforcement representative of a federal department or agency authorized to receive such information.

The foregoing is not intended, and shall not be understood by the agency making this award, to contravene requirements applicable to Standard Form 312 (which relates to classified information), Form 4414 (which relates to sensitive compartmented information), or any other form issued by a federal department or agency governing the nondisclosure of classified information.

1. In accepting this award, the recipient --

a. represents that it neither requires nor has required internal confidentiality agreements or statements from employees or contractors that currently prohibit or otherwise currently restrict (or purport to prohibit or restrict) employees or contractors from reporting waste, fraud, or abuse as described above; and

b. certifies that, if it learns or is notified that it is or has been requiring its employees or contractors to execute agreements or statements that prohibit or otherwise restrict (or purport to prohibit or restrict), reporting of waste, fraud, or abuse as described above, it will immediately stop any further obligations of award funds, will provide prompt written notification to the agency making this award, and will resume (or permit resumption of) such obligations only if expressly authorized to do so by that agency.

2. If the recipient does or is authorized to make subawards or contracts under this award --

a. it represents that --

(1) it has determined that no other entity that the recipient's application proposes may or will receive award funds (whether through a subaward, contract, or subcontract) either requires or has required internal confidentiality agreements or statements from employees or contractors that currently prohibit or otherwise currently restrict (or purport to prohibit or restrict) employees or contractors from reporting waste, fraud, or abuse as described above; and

(2) it has made appropriate inquiry, or otherwise has an adequate factual basis, to support this representation; and

b. it certifies that, if it learns or is notified that any subrecipient, contractor, or subcontractor entity that receives funds under this award is or has been requiring its employees or contractors to execute agreements or statements that prohibit or otherwise restrict (or purport to prohibit or restrict), reporting of waste, fraud, or abuse as described above, it will immediately stop any further obligations of award funds to or by that entity, will provide prompt written notification to the agency making this award, and will resume (or permit resumption of) such obligations only if expressly authorized to do so by that agency.

8. 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.

9. 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.



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*SPECIAL CONDITIONS*

10. The recipient agrees to comply with applicable requirements regarding registration with the System for Award Management (SAM) (or with a successor government-wide system officially designated by OMB and OJP). The recipient also agrees to comply with 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/sam.htm> (Award condition: Registration with the System for Award Management 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).
11. 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.
12. 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 rules applicable to this award appears in the DOJ Grants Financial Guide (currently, as section 3.10 of "Postaward Requirements" in the "2015 DOJ Grants Financial Guide").
13. 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>.
14. 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.
15. The recipient understands and agrees that award funds may not be used to discriminate against or denigrate the religious or moral beliefs of students who participate in programs for which financial assistance is provided from those funds, or of the parents or legal guardians of such students.
16. The recipient understands and agrees that - (a) No award funds may be used to maintain or establish a computer network unless such network blocks the viewing, downloading, and exchanging of pornography, and (b) Nothing in subsection (a) limits the use of funds necessary for any Federal, State, tribal, or local law enforcement agency or any other entity carrying out criminal investigations, prosecution, or adjudication activities.
17. A recipient that is eligible under the Part 200 Uniform Requirements to use the "de minimis" indirect cost rate described in 2 C.F.R. 200.414(f), and that elects to use the "de minimis" indirect cost rate, must advise OJP in writing of both its eligibility and its election, and must comply with all associated requirements in the Part 200 Uniform Requirements. The "de minimis" rate may be applied only to modified total direct costs (MTDC).
18. The recipient must collect, maintain, and provide to OJP, data that measure the performance and effectiveness of activities under this award, in the manner, and within the timeframes, specified in the program solicitation, or as otherwise specified by OJP. Data collection supports compliance with the Government Performance and Results Act (GPRA) and the GPRA Modernization Act, and other applicable laws.



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19. 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](http://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.
20. 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/>.
21. 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.
22. 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.
23. 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.
24. Approval of this award does not indicate approval of any consultant rate in excess of \$650 per day. A detailed justification must be submitted to and approved by the Office of Justice Programs (OJP) program office prior to obligation or expenditure of such funds.



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25. Within 45 calendar 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 in the OJP Financial Guide Conference Cost Chapter.

26. The recipient may not obligate, expend or draw down funds until such time as the program office has approved the strategic/implementation plans and a Grant Adjustment Notice has been issued to remove this special condition.



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27. The recipient may not obligate, expend, or draw down more than \$14,000 in award funds until the OJP Office of the Chief Financial Officer (OCFO) has reviewed and approved the recipient's budget and budget narrative, and a Grant Adjustment Notice (GAN) has been issued to remove this special condition.

Until such time as this condition is modified or removed, any funds obligated, expended, or drawn down must be solely for the authorized costs of attendance at the 2015 OJJDP YVP Fall Convening, as set out in the award condition entitled "Required attendance at 2015 OJJDP YVP Fall Convening."

28. Required attendance at 2015 OJJDP YVP Fall Convening

The recipient must arrange for four to six individuals who are actively involved in work under this award to attend the 2015 OJJDP Youth Violence Prevention Fall Convening, currently scheduled for November 2015, in Baltimore, Maryland (the "2015 OJJDP YVP Fall Convening").

The recipient promptly must submit in writing, for OJJDP's written approval, the names of the recipient's proposed attendees, along with a brief description of their individual roles under the award.

Authorized costs for attendance at the 2015 OJJDP YVP Fall Convening are limited to costs associated with travel by attendees approved in advance by OJJDP, and must be necessary, reasonable, and allocable to the award under the cost principles of the Part 200 Uniform Requirements and the DOJ Grants Financial Guide (currently, the 2015 DOJ Grants Financial Guide).

This requirement may be modified or waived only with the specific advance written approval of OJP, given in response to a timely written request and detailed justification submitted by the recipient.



**Department of Justice**

Office of Justice Programs

*Office of Juvenile Justice and Delinquency Prevention*

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*Washington, D.C. 20531*

**Memorandum To:** Official Grant File


**From:** Lou Ann Holland, OJJDP NEPA Coordinator

**Subject:** Categorical Exclusion for City of Los Angeles

This award is made as part of the State and Community Development Invited Awards program. Awards under this program will be used to provide grants and cooperative agreements to organizations that OJJDP designates. None of the following activities will be conducted either under this award or a related third party action:

- 1) New construction;
- 2) Any renovation or remodeling of a property located in an environmentally or historically sensitive area, including property (a) listed on or eligible for listing on the National Register of Historic Places, or (b) located within a 100-year flood plain, a wetland, or habitat for an endangered species;
- 3) A renovation which will change the basic prior use of a facility or significantly change its size;
- 4) Research and technology whose anticipated and future application could be expected to have an effect on the environment; or
- 5) Implementation of a program involving the use of chemicals, other than chemicals that are (a) purchased as an incidental component of a funded activity and (b) traditionally used, for example, in office, household, recreational, or education environments.

Additionally, the proposed action is neither a phase nor a segment of a project which when reviewed in its entirety would not meet the criteria for a categorical exclusion. Consequently, the subject federal action meets OJP's criteria for a categorical exclusion as contained in paragraph 4(b) of Appendix D to Part 61 of Title 28 of the Code of Federal Regulations.

 <div>Department of Justice Office of Justice Programs  Office of Juvenile Justice and Delinquency Prevention</div>	<b>GRANT MANAGER'S MEMORANDUM, PT. I: PROJECT SUMMARY</b>  <b>Cooperative Agreement</b>	
	PROJECT NUMBER  2012-PB-FX-K003	PAGE 1 OF 1
This project is supported under FY15(OJJDP CBVP) Pub. L. No. 113-235; 128 Stat. 2130, 2195; FY15(OJJDP NFYV) Pub. L. No. 113-235; 128 Stat. 2130, 2195		
1. STAFF CONTACT (Name & telephone number)  Ricco Hall (202) 616-3807	2. PROJECT DIRECTOR (Name, address & telephone number)  Anne Tremblay Director City Hall 200 North Spring St., Room 2225 Los Angeles, CA 90012 (213) 473-9794	
3a. TITLE OF THE PROGRAM  OJJDP FY 15 State and Community Development Invited Applications		3b. POMS CODE (SEE INSTRUCTIONS ON REVERSE)  00
4. TITLE OF PROJECT  Proyecto Palabra		
5. NAME & ADDRESS OF GRANTEE  City of Los Angeles 200 North Spring St. SW Mezzanine Room M175 Los Angeles, CA 90012	6. NAME & ADDRESS OF SUBGRANTEE	
7. PROGRAM PERIOD  FROM: 10/01/2012 TO: 09/30/2017	8. BUDGET PERIOD  FROM: 10/01/2012 TO: 09/30/2017	
9. AMOUNT OF AWARD  \$ 682,000	10. DATE OF AWARD  09/25/2015	
11. SECOND YEAR'S BUDGET	12. SECOND YEAR'S BUDGET AMOUNT	
13. THIRD YEAR'S BUDGET PERIOD	14. THIRD YEAR'S BUDGET AMOUNT	
15. SUMMARY DESCRIPTION OF PROJECT (See instruction on reverse)  OJJDP's State and Community Development (Invited) Awards program was established to provide grants and cooperative agreements to organizations that OJJDP has selected for funds in prior years. Through the Community-Based Violence Prevention Program (CBVP), OJJDP funds organizations working to reduce youth gun and gang violence through evidence-based models. These programs have been authorized by an Act appropriating funds for the Department of Justice.  The proposed project aims to 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 Eric Garcetti's Office of Gang Reduction and Youth Development's (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. This specially trained team will be coordinated by the Mayor's GRYD Office and use faith-based clergy and community intervention workers (CIWs) to provide gang intervention services in the Proyecto Palabra GRYD Areas. In addition, this project will		

increase the community’s awareness of the adverse effects of trauma and gang-related violence. Proyecto Palabra will focus on GRYD Areas throughout Los Angeles rather than just one GRYD Zone. CIWs will refer 40 clients to GRYD Case Managers to receive GRYD Family Case Management and gang tattoo removal services. Proyecto Palabra will establish cease fire agreements each year at three Summer Night Lights parks serving the Proyecto Palabra GRYD Areas. Funds will also be used to send a team of representatives to the OJJDP Youth Violence Prevention fall convening.

CA/NCF



**Mayor Eric Garcetti's Office of Gang Reduction and Youth Development  
Community-Based Violence Prevention Supplemental Award  
Proyecto Palabra - Program Narrative**

**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 18<sup>th</sup> Street. As part of Mayor Eric Garcetti's Office of Gang Reduction and Youth Development's (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 18<sup>th</sup> Street relational networks. Proyecto Palabra will reduce gang related violence and gang involvement in the Proyecto Palabra GRYD Areas. CIWs will refer 40 clients to GRYD Case Managers in the corresponding GRYD zones. Enrolled clients will receive GRYD Family Case Management and gang tattoo removal services. Proyecto Palabra will establish cease fire agreements each year at three Summer Night Lights parks serving the Proyecto Palabra GRYD Areas.

**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.<sup>1</sup> The City of Los Angeles is home to 450 documented gangs comprised of 45,000 gang members.<sup>2</sup> 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.<sup>3</sup> The actual numbers do not reflect the number of associates, affiliates, and sympathizers that although are not directly involved in criminal activity, maintain

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<sup>1</sup> National Gang Intelligence Center. *2011 National Gang Threat Assessment: Emerging Trends*. Rep. Print.

<sup>2</sup> Per Los Angeles Police Department – Crime Analysis Unit 2012.

<sup>3</sup> Per Los Angeles Police Department – Crime Analysis Unit 2012.

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.

During the last two years, per LAPD statistics, there were more than 34,999 verified violent crimes in the City of Los Angeles. These include 505 homicides, nearly 17,238 felony assaults, 15,708 robberies, and 1,556 rapes. Of the 254 homicides in 2014, approximately half of those were gang related.<sup>4</sup> 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 and 18<sup>th</sup> Street have emerged as some of the most potentially dangerous due to their evolution as a transnational phenomena<sup>5</sup> that spreads into Mexico and Central America.

## Origins

Both 18<sup>th</sup> 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 18<sup>th</sup> Street documented gang members in Los Angeles,<sup>6</sup> with 839 18<sup>th</sup> Street and 421 MS13 gang members living in the Rampart area. While Rampart is considered the “headquarters” of both MS-13 and 18<sup>th</sup> Street, their illegal activities have spread to all police bureaus of the city.<sup>7</sup> The 18<sup>th</sup> Street gang was originally formed in the 1960s by Mexican migrants who were blocked from joining native-born Mexican American gangs,<sup>8</sup> it grew by expanding its membership to other nationalities and races, and it was among the first multiracial, multiethnic gangs in Los Angeles.<sup>9</sup> MS-13 originated in the 1980s, during a period that thousands of Salvadorans fled the civil war of their country.<sup>10</sup> 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

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<sup>4</sup> Ibid.

<sup>5</sup> Franco, Celinda. *The MS-13 and 18th Street Gangs: Emerging Transnational Gang Threats?* Washington D.C.: Congressional Research Service, 2010. Print.

<sup>6</sup> Per Cal Gangs Database 2012.

<sup>7</sup> Per LAPD Gangs and Narcotics Division – Valley, Central, South, and West Bureaus

<sup>8</sup> Valdez, Al. *Maras, Security and Development in Central America Task Force*. Rep. Center for Hemispheric Policy, University of Miami, 2008. Print.

<sup>9</sup> Ibid.

<sup>10</sup> Per Migration Policy Institute.

Los Angeles.<sup>11</sup> The political conflicts in Central America, especially the Salvadoran Civil War, were brutally violent and terrorized the civilian population.<sup>12</sup> Considered to be larger and older, 18<sup>th</sup> Street has 30,000 to 50,000 members nationwide, compared to 8,000 to 10,000 MS-13 members;<sup>13</sup> however MS-13 appears to have generated more media and congressional attention.<sup>14</sup> Although MS-13 gang is largely Salvadoran and 18<sup>th</sup> 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 18<sup>th</sup> Street gangs.<sup>15</sup>

### **The GRYD Zone Concept**

In 2007, the Mayor of Los Angeles 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.<sup>16</sup> Areas were selected as GRYD Zones because they were most affected by gang 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.<sup>17</sup>

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<sup>11</sup> N. Chinchilla, N. Hamilton, *Seeking Community in a Global City: Guatemalans and Salvadorans in Los Angeles*, 2001.

<sup>12</sup> Human Rights Program Harvard Law School, *No Place to Hide: Gang, State, and Clandestine Violence in El Salvador*, 2006.

<sup>13</sup> The National Alliance of Gang Investigators Association (NAGIA), National Gang Threat Assessment.

<sup>14</sup> 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.

<sup>15</sup> Per Guatemala Human Rights Commission 2010.

<sup>16</sup> 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 fiscal and administrative agent of the grant.

<sup>17</sup> This information was compiled using information from the GRYD Zone Needs Assessments completed by Advancement Project and Harder+Company Community Research.

## **Gangs and the Rampart Area**

The Rampart Area is one of the most densely populated Gang Reduction Youth Development Zones in the City. Currently law enforcement, Community Intervention Workers, and community members consider MS-13, 18<sup>th</sup> Street, Temple Street, and Rockwood to be the most active gangs in and around the Rampart GRYD Zones. Of these, MS-13 and 18<sup>th</sup> 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.<sup>18</sup> A recent study of the structure of MS13 and 18<sup>th</sup> Street in El Salvador suggests that as high as 40% of El Salvador cliques of MS-13 and 18<sup>th</sup> Street report having been "foreign born."<sup>19</sup>

## **Law Enforcement Community Relations in Rampart Area**

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, 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.<sup>20</sup> 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.<sup>21</sup>

## **Population Characteristics of the Rampart Area**

The Rampart Area is a predominantly Latino immigrant and working class community with approximately 165,000 residents. Given the Rampart Area's high concentration of recent immigrant families, low educational attainment, unemployment, poverty, and other socioeconomic 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

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<sup>18</sup> 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.

<sup>19</sup> Ibid.

<sup>20</sup> "Rampart Scandal." *Wikipedia*. Wikimedia Foundation, 18 Apr. 2012. Web. 30 Apr. 2012. <[http://en.wikipedia.org/wiki/Rampart\\_scandal](http://en.wikipedia.org/wiki/Rampart_scandal)>.

<sup>21</sup> Advancement Project. *Final Report: Rampart GRYD Needs Assessment*. Rep. Los Angeles: Mayor's Office of Gang Reduction and Youth Development, 2008. Print.

immigrant populations. The combination of low income levels and high unemployment, especially impact single parents' — who account for 14% of the Rampart Area'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, 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 18<sup>th</sup> Street gangs, as well as being major sources of violent crime in the Rampart Area, 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 18<sup>th</sup> Street.<sup>22</sup> 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%.<sup>23</sup> 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.<sup>24</sup> Since the formation of the MS-13 and 18<sup>th</sup> Street gangs, gang members have migrated across and within both countries, though they remain concentrated in urban cores and, in the United States, in areas with thriving immigrant communities.<sup>25</sup> A recent study funded by the Department of Homeland Security suggests that transnational gangs such as MS-13 and 18<sup>th</sup>

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<sup>22</sup> 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.

<sup>23</sup> 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](http://www.healthycity.org).

<sup>24</sup> 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.

<sup>25</sup> 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.

Street have established deep informal networks that extend back and forth between the United States and El Salvador.<sup>26</sup> The possibility of such informal networks results in an increased capacity for legal and illegal immigration between the United States and El Salvador.<sup>27</sup> The GRYD Office recognizes the informal ties between Rampart-based and San Salvador-based members of the MS-13 and 18<sup>th</sup> 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.<sup>28</sup>

### **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 others perceive the city. 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 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.

### **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 year-end crime statistics have indicated a steady overall gang crime reduction each year. Violent crime and property crime were also reduced across Los Angeles for the seventh consecutive year.

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<sup>26</sup> 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.

<sup>27</sup> Franco, Celinda. *The MS-13 and 18th Street Gangs: Emerging Transnational Gang Threats?* Washington D.C.: Congressional Research Service, 2010. Print.

<sup>28</sup> Ibid.

The goals of Proyecto Palabra during the grant period are 1) to reduce the number of gang-related violent crimes within the Proyecto Palabra GRYD Areas and 2) to reduce the number of violent crimes perpetrated by members of the MS-13 and 18<sup>th</sup> Street gangs throughout the City of Los Angeles. Proyecto Palabra will accomplish the following objectives during the grant period:

- a) Develop a Proyecto Palabra team of four gang intervention workers, certified by the Los Angeles Violence Intervention Training Academy (LAVITA) with an area of expertise and influence with MS-13 and 18<sup>th</sup> Street gangs.
- b) Provide referrals to GRYD Family Case Management services each year to a total of 40 active gang members, ages 14-25 yrs, from MS-13 and 18<sup>th</sup> Street, all of whom have committed themselves to redirecting their lives away from the gang lifestyle.
- c) Provide referrals to GRYD tattoo removal services each year to a total of 40 active gang members, ages 14-25 yrs, 20 from MS-13 and 20 from 18<sup>th</sup> Street.
- d) Administer the Social Embeddedness Tool to all case managed clients and track client progress in the GRYD ETO database.
- e) Develop and implement four city-wide proactive peace-making activities per year involving MS-13 gang members, and two city-wide proactive peace-making activities per year involving 18<sup>th</sup> 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, Toberman and Valley Plaza SNL parks each year from June through September, Wednesday through Saturday, 7pm to midnight.
- g) Provide ongoing consultation to the GRYD Office on all Summer Night Lights sites incidents of violence involving MS-13 and/or 18<sup>th</sup> Street gangs.
- h) Respond to all gang-related incidents of violence in the Proyecto Palabra GRYD Areas in accordance with the GRYD Incident Response Protocol.
- i) Provide consultation to the GRYD Office on gang dynamics of MS-13 and/or 18<sup>th</sup> Street gangs on all incidents of documented MS-13 and 18<sup>th</sup> Street violence throughout all GRYD Zones.
- j) Participate in nine (9) GRYD Community Education Campaigns regarding empirical evidence for risk factors and behaviors associated with gang joining among youth ages 10-15 yrs.
- k) Participate in the LAVITA ongoing advanced training.

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 Proyecto Palabra GRYD Areas. The team will work with specialists within LAPD to determine which violent crimes were perpetrated by members of the MS-13 and 18<sup>th</sup> Street gangs. The team will compare violent crime figures over the course of the project to baseline data collected at the project's outset.

### **Project Design and Implementation**

Proyecto Palabra is the gang intervention component of the GRYD Comprehensive Strategy. 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 18<sup>th</sup> Street gangs. It will respond to all incidents of violence on a 24/7 basis within the Proyecto Palabra GRYD Areas as well as in other areas of the city in which there is a potential for retaliation by MS-13 and/or 18<sup>th</sup> 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 operate<sup>29</sup> 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 18<sup>th</sup> Street gang throughout the city.

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<sup>29</sup> Cardenas, Tony. *A guide to understanding effective community-based gang intervention*. Los Angeles, CA: City of Los Angeles, 6<sup>th</sup> Council District. 2010.

## **Clergy Partnership**

Proyecto Palabra will rely on a collaborative faith-based, community intervention, and LAPD cross-sector partnership (Partnership) to address gang and quality of life issues that exist in the Proyecto Palabra GRYD Areas. The Partnership will include representatives from the GRYD Office, LAPD, CIWs, and local clergy.

Proyecto Palabra Clergy Partnership will serve to engage or to develop (where clergy council does not exist i.e. rampart Area) a Clergy Council made up of clergy and faith-based community members. The Partnership will engage residents in discussion of crime and quality of life issues to develop a strategic, collaborative and community-oriented plan for addressing critical issues in order to reduce crime in the Proyecto Palabra GRYD Areas. The partnership will leverage existing resources to coordinate and provide crime prevention, intervention, and suppression activities in the Proyecto Palabra GRYD Areas. The Clergy Partnership will develop and implement community programs and events in the Proyecto Palabra GRYD Areas with a focus on improving community police relations. The CIWs, Clergy Council and LAPD will engage in proactive peacekeeping activities. The Partnership will meet monthly to analyze and discuss data trends, gang issues, Rampart community feedback, community successes, and community needs. Additionally, the Mayor's Office will coordinate bi-monthly technical trainings for the Partnership.

## **Trauma Informed Training**

Some Proyecto Palabra GRYD Area families, particularly from El Salvador and Mexico, need support to deal with pain and trauma due to their past experiences in their home country including civil war, widespread corruption, and gang violence. A parent participant interviewed for the Transnational Family Assessment stated, "Psychological help is necessary because of the stress and depression. There is a lot of depression." According to the Sidran Institute, untreated trauma can lead to substance use, depression, and anxiety. Rampart Gang Sergeants stated that many community residents, particularly new immigrant men have drinking problems and are targets for gangs to prey on. Proyecto Palabra staff will be provided with the necessary tools and best practices for engaging and navigating within communities that have experienced traumatic events. Trauma informed training will be provided to Proyecto Palabra staff and Law Enforcement and Clergy partners.

## **The Gang Reduction Youth Development Comprehensive Strategy**

The GRYD Strategy, modeled after the OJJDP Gang Reduction Comprehensive Model<sup>30</sup> is comprised of five interrelated approaches, including: (1) primary prevention; (2) secondary prevention; (3) intervention family case management services for gang-involved young people; (4) intervention services directed at violence interruption; (5) Law enforcement and community engagement. 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 Law Enforcement and Community Engagement.

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<sup>30</sup> 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).

<b>GRYD COMPREHENSIVE STRATEGY</b>				
<i><b>Primary Prevention</b></i>	<i><b>Secondary Prevention</b></i>	<i><b>Intervention Case Management</b></i>	<i><b>Intervention Violence Interruption</b></i>	<i><b>Law Enforcement &amp; Community Engagement</b></i>
Gun Buy Back  Community Education Campaigns  Domestic Violence & Human Trafficking Awareness Campaign/Training	GRYD Gang Prevention Services  Family Centered Model	Family-Based Case Management  Juvenile Gang Re-entry	Incident Response & Triangle Protocol  Proactive peacemaking activities  Los Angeles Violence Intervention Academy (LAVITA)  Rapid Response	On-going communication with law enforcement agencies focused on support for the community  Coordination of services after suppression activities
<-----Summer Night Lights ----->				
<-----Evaluation----->				
<-----Community and Law Enforcement Engagement----->				

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

Proyecto Palabra will carry out 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 and around Christmas. 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.<sup>31</sup> Over the last three years, the Gun Buy Back has removed over 6,000 guns from

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<sup>31</sup> Franco, Evan, and Angela M. Wolfe. "Reducing Guns and Gun Violence." *The California Cities Gang Prevention Network Bulletin* 24 (2012). Print.

some of the highest crime neighborhoods of Los Angeles.<sup>32</sup> Proyecto Palabra will conduct outreach within the relational networks and hot spots of MS-13 and 18<sup>th</sup> 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 18<sup>th</sup> 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 18<sup>th</sup> Street networks.

### **The Community Education Campaign (CEC)**

Community Education Campaigns serve to increase the community's knowledge and awareness of the empirical risk factors for gang joining and to increase more. 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. In the context of the CEC, Proyecto Palabra will provide a one hour presentation at each of the identified schools. This cycle of presentations will take place each year of the two year cycle of the OJJDP grant.

### **GRYD Prevention Case Management**

GRYD Prevention Services target 10-15 year olds who are at the highest risk for gang joining and reside within a designated GRYD. To ensure prevention service providers 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.<sup>33</sup> The YSET risk factors include:

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

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<sup>32</sup> This information was compiled using information from the 12 GRYD Zone Needs Assessments completed by Advancement Project and Harder+Company Community Research.

<sup>33</sup> 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

## 8. Family Gang Influence

## 9. Substance Abuse

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.

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 clients<sup>34</sup>:

- 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 Prevention Case Management service is comprised of a 6-month cycle with seven phases. Each phase utilizes the vertical strategy (i.e., multi-generational coaching)<sup>35</sup> and the horizontal strategy (i.e., use of problem-solving techniques.)<sup>36</sup> The seven phases of the GRYD Prevention case management services are:

Phase 1. Referral/Collaboration

Phase 2. Building Agreement

Phase 3. Redefining

Phase 4. Celebrating Changes

Phase 5. Mainstreaming

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<sup>34</sup> Enrolled clients were reevaluated six (6) months after the initial YSET was administered.

Phase 6. Next Level Agreements

Phase 7. Re-Evaluation

### **Intervention Family Case Management (FCM) Services**

GRYD Intervention Family Case Management (FCM) 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. FCM services are defined as linking the clients to existing services to meet his/her needs within the community.

Proyecto Palabra CIWs will refer potential clients who have expressed a desire to re-direct their lives away from the gang life style. GRYD Case Managers will:

- a) Provide family-based case management services to active gang members, ages 14-24 yrs, from MS-13 and 18<sup>th</sup> Street, all of whom have committed themselves to redirecting their lives away from the gang lifestyle.
- b) Provide tattoo removal services to active gang members, ages 14-24 yrs, from MS-13 and 18<sup>th</sup> Street.
- c) Administer the Social Embeddedness Tool to case managed clients.

GRYD Office staff work closely with the GRYD contracted service providers and a number of referral agencies including schools, parents, community-based organizations, faith-based groups, existing City and County health and human services agencies, the Los Angeles County

<sup>35</sup> Bowen, M. *Family Therapy in clinical practice*. Lanham, MD: Jason Aronson. 1993.

<sup>36</sup> 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.

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 not limited to:

Education, vocational training, job readiness and placement, family reunification services, behavior modification, mentoring, tattoo removal, mental health and/or substance abuse counseling, auxiliary services such as relocation and transition services, housing, food, clothing, and transportation vouchers.

GRYD Intervention Family Case Management services are delivered on a six-month cycle following the referral and assessment phase. The vertical strategy (i.e., the use of a strengthbased genogram)<sup>35</sup> is incorporated throughout each of the phases. The seven phases of the GRYD Intervention Family Case Management services are:

- Phase 1 Referral and Assessment
- Phase 2 Building Agreements
- Phase 3 Work Ready Documentation
- Phase 4 Strategic Referrals
- Phase 5 Celebrating Changes
- Phase 6 Next Level Agreements
- Phase 7 Reassessment

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

The Social Embeddedness Tool is designed to assist the GRYD Case Manager in developing a case plan for clients. 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.

### **GRYD Incident Response Protocol**

GRYD Intervention program is a multi-systemic relational approach that focuses on the individual gang member, the group/gang, the multi-generational family, and the community. The relationship based community intervention approach 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.<sup>36</sup> The GRYD Incident

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<sup>35</sup> McGoldrick, Monica, Randy Gerson, and Sueli S. Petry. *Genograms: Assessment and Intervention*. New York: W.W. Norton &, 2008. Print.

<sup>36</sup> Ibid.

Response Protocol leverages the Relational Triangle concept between GRYD Office 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).

**Incident Response Summary:**

- 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 Community Intervention Workers. RACR includes pertinent incident information (victim age, victim ethnicity, incident location, and responding LAPD Division.)
- Once notified of incident, Community Intervention Worker, GRYD Office Staff, and Law Enforcement (a relational triangle) have 30 minutes to make contact with each other and provide notice of next steps. This may include going to the crime scene, hospital, victim's home, and/or a location in the community.

All partners of the triangle immediately work toward rumor control by disseminating accurate information as quickly and widely throughout the community as possible. GRYD Office Staff, Law Enforcement, and Community Intervention Workers work collaboratively to share information and support one another's work, each having a specific role per Table 2 below.

Proyecto Palabra CIWs will respond to violent incidents of crime that are identified by RACR as involving MS-13 and/or 18<sup>th</sup> Street.

**Table 2: Partner Roles Following a Gang Related Incident of Violence**

	<b>Gang Violence Interruption Goals</b>	
	<b>Rumor Control</b>	<b>Community Engagement</b>
GRYD Office Staff	<ul style="list-style-type: none"> <li>□ Distribute facts to all GRYD staff and formal systems in the community (e.g., City Departments, City Council Offices, neighborhood organizations, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Connect with the victim's family to determine if they need any immediate services</li> <li>• Communicate with schools, relevant City Departments, City Council Offices, and neighborhood organizations to establish safety</li> </ul>

Law Enforcement	<input type="checkbox"/> Distribute facts to all gang units	<input type="checkbox"/> Stabilize the crime scene <input type="checkbox"/> Hold community meetings
Community Intervention Workers	<input type="checkbox"/> Distribute facts to the community through informal networks	<ul style="list-style-type: none"> <li>• Connect with victim's family (coordinate with GRYD staff) to determine if they need any immediate services</li> <li>• Engage gang members in order to defuse or de-escalate additional violence</li> </ul>

### **Los Angeles Violence Intervention Training Academy (LAVITA)**

All Proyecto Palabra CIWs will complete the City's Los Angeles Violence Intervention Training Academy (LAVITA) 144-hour Certification course, funded by the GRYD Office and administered by the Urban Peace Institute.

The Professional Standards Committee (PSC) of the Urban Peace Institute 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.

### **Suppression**

GRYD Office Staff nor GRYD CIWs implement law enforcement suppression strategies, they are called upon to deal with the community side effects of large scale law enforcement operations. These actions often involve community town halls in which specific facts of the law enforcement operation are shared, and community members are encouraged to voice opinions regarding the operation. Participation by Proyecto Palabra CIWs will be evaluated on a case by case basis, depending on the nature of the operation.

### **Summer Night Lights (SNL)**

Summer Night Lights (SNL), a component of the Mayor's Office of Gang Reduction and Youth Development (GRYD) strategy, is a violence reduction program which provides extended recreational, cultural, educational, and resource-based programming. *SNL will take place Wednesday through Saturday between the hours of 7 p.m. to 11 p.m. from June 24th through*

*August 1st, and Friday through Saturday from August 7th through August 28th.* SNL provides youth and families with a safe space to recreate, employment opportunities, expanded programming, and linkages to local services.

The SNL program fosters a spirit of volunteerism with many community members not only participating in programming, but actively volunteering to make a positive change within their community. The program also provides an important platform for interagency collaboration through a partnership with over 100 local community based organizations, educational and vocational institutions, and city and County agencies.

Currently in its eighth summer of implementation, the core programmatic components of the SNL program are:

**Extended & Expanded Programming:** The program will be implemented at 32 recreation centers throughout the City of Los Angeles, and will include youth and adultcentered recreational, cultural, educational, and resource-based activities that are offered at no cost to participants.

**Youth Squad:** The program will hire 352 youth, ages 17-24, from the community who are at-risk for gang involvement and/or gang-violence. Ten Youth Squad members and one Lead Youth Squad member will be employed at each SNL location to carry out the tasks related to program delivery.

**Community Intervention Workers/ Cease Fire:** Community Intervention Workers (CIW's) are hired to engage in proactive peace-making activities as well as violence interruption strategies throughout the SNL program.

**Law Enforcement Engagement:** LAPD is involved in the program at multiple levels, and participates in the outreach and training of seasonal SNL staff. In addition, LAPD deploys officers as well as cadets to SNL sites for community engagement activities throughout the summer.

Since its inception, the SNL program has consistently reduced violent crimes including gangrelated homicides in and around SNL sites, provided programming to approximately **4,236,253** participants, served over **2,679,283** meals, and created over **7,000** jobs for local community members. Other long-term effects cited by SNL participants included increased perceptions of safety, improved relationships between the LAPD and community members, and increased knowledge of local resources, illustrating that the effect of the SNL program goes beyond the summer, and creates lasting change.

Proyecto Palabra CIWs will establish cease fire truces at SNL sites that have been identified as frequented by MS-13 and/or 18<sup>th</sup> Street members, associates, affiliates, and sympathizers. Currently included are Lemon Grove Park, Lafayette Park, and Toberman Park.

### **Capabilities and Competencies**

The Mayor's Office of Gang Reduction and Youth Development (GRYD) will directly oversee the contractual requirements and program implementation.

### **Office of Los Angeles Mayor Eric Garcetti**

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

### **Director of GRYD**

Anne Tremblay Director, GRYD Office, 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.

### **Regional Program Coordinator (RPC)**

Fabian Garcia, Regional Program Coordinator (RPC), will be assigned to work full-time on Proyecto Palabra during the two-year grant period. The RPC will serve as the Project Supervisor for Proyecto Palabra, overseeing the work of all Proyecto Palabra staff and ensuring that intervention strategies are carried out effectively. The RPC will also serve as the direct contact between Proyecto Palabra staff and partners.

## **Gang Reduction and Youth Development (GRYD) Scope of Work for Intervention Providers**

### **Overview of Services to be Provided**

Intervention agencies that are contracted with the City of Los Angeles Mayor's Office of Gang Reduction and Youth Development shall comply with this Scope of Work and the accompanying GRYD Intervention Services Handbook (Attachment 4). Failure to comply with this requirement will result in non-compliance and may jeopardize your contractual relationship with the City of Los Angeles.

Contractor shall provide intervention services to 50 gang-involved youth and young adults, ages 14-25, (clients) and their families (25 for Secondary Area contracts), who have a presence in the GRYD Zone or Secondary Contract Area (zone) using the GRYD Intervention Family Case Management Model. Contractor is required to provide Intervention Family Case Management Services to 30 clients (15 for Secondary Area contracts). Contractor shall provide Transitional Client Services to 20 clients (10 for Secondary Area contracts). These services are described below and in the GRYD Intervention Services Handbook in greater detail. A minimum 10% of the Contractor's caseload shall be comprised of individuals recently released from incarceration.

A client's presence in the zone may be documented in their file by including proof of residence in the zone, proof of attendance at a school that is considered an in-zone school, or through written explanation establishing a significant presence in the zone, such as situations in which the individual spends a majority of their time in the zone's social network.

Contractor shall provide Incident Response and Proactive Peacekeeping in and around the zone to preempt, reduce, and respond to gang-related violence. Proactive Peacekeeping efforts shall take place on an ongoing basis, through engaging potential perpetrators and victims of gang violence, as well as engaging the broader community in an effort to quell surges in violence. Contractor is mandated to provide Incident Response for gang related incidents of violence impacting the zone using the GRYD Incident Response Protocol. This includes incidents that may occur outside of each zone.

### **A. Scope of Services**

#### **1. Incident Response**

Contractor shall conduct 24-hour Incident Response coverage in and around the zone to reduce gang violence. Contractor shall respond to incidents of gang violence in a manner consistent with the GRYD Incident Response Protocol outlined in the GRYD Intervention Services Handbook.

Key points:

- Contractor shall deploy Community Intervention Workers (CIWs) to incidents of gang violence.
- Contractor shall engage families impacted by gang violence.
- Contractor shall engage gang involved individuals.
- Contractor shall maintain the Triangle Protocol with the Los Angeles Police Department (LAPD) and the GRYD Office, as described in the GRYD Intervention Services Handbook.
- Contractor shall complete incident response reports and log follow up activities in the GRYD database system.

## **2. Community Engagement and Proactive Peacekeeping**

Contractor shall submit a Community Engagement and Proactive Peacekeeping Plan that outlines strategies to engage local gangs/crews (gangs), proactively maintain peace, and address gang violence in and around the zone. A template of the Community Engagement and Proactive Peacekeeping Plan will be provided to agencies and will be included in the GRYD Intervention Services Handbook.

Key points:

- Document active gangs affecting the zone.
- Identify, develop and implement strategies to engage active gangs.
- Identify CIW gang engagement assignments.
- Document the "License To Operate" (LTO) of each CIW in respect to the gangs affecting the zone.
- Document the proposed peacekeeping activities in the zone based on gang rivalries and crime/violence trends.

The Community Engagement and Proactive Peacekeeping Plan shall be approved by the GRYD office and updated bimonthly to ensure the plan aligns with current staffing and community needs/crime trends. Contractor is required to submit and update the Community Engagement and Proactive Peacekeeping Plan as outlined in the GRYD Intervention Services Handbook.

Contractor shall provide a minimum of four Proactive Peacekeeping events (two for Secondary Area contracts) in the zone in a manner consistent with the GRYD Intervention Services Handbook. Events shall be culturally sensitive to the local demographic and shall align with the violence prevention needs of the zone.

## **3. Family Case Management (FCM) Model**

Contractor is required to implement the GRYD FCM Model and provide services to 30 clients (20 for Secondary areas). The model is designed to take place over a six-month Cycle of services broken into seven Phases. Contractor is required to deliver FCM services and log all service delivery information into the GRYD database system in a manner consistent with the process and policies outlined in the GRYD Intervention Services Handbook.

**Key Points:**

Clients receive at minimum the following per phase:

- One Family Meeting
- Two Individual Meetings
- One Team Meeting (CIW and Case Manager)

During Phase 1, Contractor begins the process of engaging potential clients and identifying their immediate and long term needs and goals. If the potential client is referred by a third party, Contractor will engage the referral source and acquire all information that will better inform the work with the potential client.

During Phases 2-6, Contractor should identify client strengths and areas of concern and make referrals to corresponding services on an ongoing basis. Contractor shall integrate strength-based genograms into the case management process to encourage clients to see themselves within the context of their multi-generational family and establish a stronger individual identity to counteract the negative influence of gangs. The contractor shall administer the Social Embeddedness Tool (SET) to every FCM client during Phase 2.

During Phase 7, Contractor will work collaboratively with clients to determine whether they need an additional cycle of services or if they are ready to exit from the program.

Contractor shall work closely with all partners to identify resources on behalf of clients. FCM services and referrals may include, but are not limited to: education and vocational training, job readiness and placement, family reunification, relocation and transition services, child care, behavior modification, social reintegration networks, positive role modeling, life skills workshops, tattoo removal, expungement and sealing of records, obtaining legal identification and other work related documentation, and mental health and/or substance abuse counseling.

#### **4. Transitional Client Services (TCS)**

Contractor shall provide GRYD Transitional Client Services to 20 clients (10 for Secondary Areas). Transitional clients are those clients who

require coaching and time to adjust to the specific requirements of the FCM Model. The goal of these services is to prepare clients for FCM services. Transitional client services and referrals are intended to focus on immediate needs and short term goals. These may include, but are not limited to, referrals to: substance abuse, life skills courses, anger management courses, 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. Contractor is required to deliver TCS services and log all service delivery information into the GRYD database system in a manner consistent with the process and policies outlined in the GRYD Intervention Services Handbook.

Transitional Client Services are designed to take place over a three-month cycle. Clients receive at minimum the following per month:

- Two service contacts
- One team meeting (CIW and Case Manager)

During the third month of services, Contractor will work collaboratively with clients to determine whether they need an additional cycle or if the client is ready to enroll in FCM. Each client is allowed a maximum of two cycles of Transitional Client Services.

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

Contractor shall collect baseline measures for all referrals who agree to receive FCM services using both the Initial Meeting Form and the SET as outlined in the GRYD Intervention Services Handbook. The SET is used as a baseline to measure an individual's ability to self-differentiate.

Key points:

- Contractor shall administer the SET Intake Part 1 and Part 2 forms to all FCM clients during Phase 2.
- Contractor shall administer the SET Phase 7 Retest during Phase 7 for all clients enrolled in services. For clients that continue on for additional cycles of services, the SET Phase 7 Retest is to be administered during Phase 7 of each additional cycle.

## **6. Genograms**

Contractor shall integrate strength-based genograms into the FCM Model in a manner consistent with the GRYD Intervention Services Handbook. The purpose of the strength-based genogram is to encourage clients to see themselves within the context of their multi-generational family and establish a stronger individual identity to counteract the negative influence

of gangs. The genogram is also a tool used to identify strengths and supports within the client's family.

## **7. Partnerships**

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.

## **B. Structure of Service**

### **1. Staffing**

A minimum of two (2) Case Managers must be hired under this Agreement. Case Manager shall have a caseload of fifteen (15) FCM clients each. Case Managers shall be supervised by a Master's in Social Work (MSW), a Marriage and Family Therapist (MFT), or someone deemed to have the requisite skills and years of experience.

Contractor shall hire four (4) to five (5) (full-time) CIWs. Each CIW shall have a minimum caseload of four (4) TCS clients each. Contractor shall provide each full-time CIW with a minimum of \$30,000 annually, health insurance, and life insurance coverage with a minimum value of \$10,000.

### **2. Training**

Contractor shall ensure that all staff, including program directors/coordinators and subcontractors, participate in on-going training and debriefing sessions/meetings. Additionally, the contractor shall participate in all meetings when presence is requested by the GRYD Office.

### **3. Los Angeles Violence Intervention Training Academy (LAVITA)**

Contractor shall ensure that all CIWs successfully acquire and maintain LAVITA certification. Contractor shall maintain an updated list of all CIWs and supervisors on staff that have been certified by LAVITA and those that are participating in the advanced courses.

### **4. Personnel Policy**

Contractor shall adhere to all personnel policies outlined in Section 203 of the GRYD Intervention Contract. Contractor is responsible for establishing employee manuals that outline grievances, suspensions, requests for time off, payment, etc. All concerns relating to employee

related issues must be addressed by Contractor. All employees hired under the GRYD contract shall be notified of this policy and strict adherence to this policy will be enforced by the GRYD Office.

### **C. GRYD Initiatives:**

#### **1. LAPD/GRYD Partnership**

Contractor shall collaborate with LAPD on an ongoing basis. This includes attending monthly LAPD/GRYD partnership meetings convened by the GRYD Office, in which all partners review current gang crime/violence data, hot spots, and incident follow up, and establish proactive deployment of both intervention and law enforcement resources.

#### **2. Gun Buyback Program**

Contractor shall collaborate with the GRYD Office in the Gun Buy Back Program. Contractor shall be responsible for assisting in the dissemination of materials and in conducting outreach, as well as implementing strategies to encourage the reduction of illegal gun possession in the zone and surrounding community.

#### **3. Summer Night Lights (SNL) Program**

Contractor shall participate in planning meetings at SNL sites in or near the zone. Planning activities will include, but are 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 in the neighborhoods surrounding SNL sites;
- 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;

- i. designing and implementing safety strategies for youth and families coming to and leaving the SNL sites; and
- j. participating in the Triangle Protocol with LAPD and the GRYD Office.

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 Office.

#### **D. Data Collection & Participation in Research and Evaluation**

Contractor shall fully participate in all GRYD research and evaluation activities. Internally, this participation requires the use of the GRYD database; participating in training sessions; maintaining contact with the GRYD Research and Evaluation Program Manager; and staying updated on any research and evaluation requirements and/or changes described in the monthly newsletter. Specific requirements as they relate to the use of the GRYD database are listed in more detail below.

With regard to the external evaluation, Contractor shall participate in and facilitate data collection efforts by the external GRYD evaluator as needed and requested. Such efforts may include:

- Facilitating the administration of interviews and/or surveys to Contractor staff by the external GRYD evaluator; and
- Facilitating the administration of surveys, interviews, and/or focus groups with youth and parents by the external GRYD evaluator.

While the Contractor is required to participate in above efforts and disseminate information related to data collection efforts in a neutral manner, individual staff, parents/guardians, and/or youth may decline to participate in interviews and surveys in accordance with the human subject's protections related to the research.

##### **1. Performance Accountability**

Contractor shall be responsible for collecting and submitting data related to the identified performance measures to assess the effectiveness of services in a manner consistent with the processes and policies outlined in the GRYD Intervention Services Handbook.

##### **2. Evaluation and Data Collection**

Contractor shall designate at least one staff person to manage and oversee internal data collection for crisis response and family case management services and to communicate with representatives identified by the GRYD Office to oversee data collection, training, and evaluation. Contractor shall fully populate the GRYD database system and ensure that records in the system are up to date. Contractors not fully populating and maintaining their database may be out of compliance with their contract. Contractor shall accomplish this in a manner consistent with the processes and policies outlined in the GRYD Intervention Services Handbook.

### **3. Annual Reports**

Contractor shall provide the following on an annual basis in a manner consistent with the processes and policies outlined in the GRYD Intervention Services Handbook:

- A Staff Master List following the template provided by the GRYD Office.
- A Provider Annual Report following the template provided by the GRYD Office.

### **4. Maintenance of Records and Monitoring**

Beginning this fiscal year, data collection forms do not need to be printed from the ETO database and placed in the client file per phase. The GRYD office will rely on information in the database for monitoring and compliance purposes. However, all other forms referenced in Contract Section 202 must still be maintained in a client file by the Contractor. This includes consent forms. Copies of the family's strength-based genogram at each phase of the Model can either be maintained in the client's file or uploaded into the database. Contractor must ensure that copies of the strength-based genogram be given to the family. GRYD may request a copy of the family's genogram be sent to evaluators upon the youth's successful or unsuccessful completion of prevention programming.

City shall conduct monitoring and site visits to track Contractor's performance during the term of the contract. 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.

### **5. Partnerships**

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.

### **NOTICE OF DISCLAIMER**

The Mayor's Office of Gang Reduction and Youth Development reserves the right to modify and update policies and procedures relating to the Intervention Scope of Work. Any changes to the Intervention Scope of Work will be addressed through communication with contracted agency Executive Directors or assigned staff personnel.

Contractor and its personnel, 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 others who have been impacted by gang-related violence. Should the victim, the victim's family or others desire to provide information relevant to a gang-related incident, the contractor, their personnel, volunteers, and subcontractors shall facilitate a referral to an appropriate party who will provide further assistance.



## Change Project Period GAN


[All Active](#)
[Change Requested](#)
[Approved](#)
[Denied](#)
[Draft](#)
[Create Grant Adjustment](#)
[Help/Frequently Asked Questions](#)

 US DEPARTMENT OF JUSTICE  
 OFFICE OF JUSTICE PROGRAMS

## GRANT ADJUSTMENT NOTICE

Grantee Information				
<b>Grantee Name:</b>	City of Los Angeles	<b>Project Period:</b>	10/01/2012 - 09/30/2017	<b>GAN Number:</b> 011
<b>Grantee Address:</b>	200 N. SPRING ST SW MEZZANINE RM M175 LOS ANGELES, 90012	<b>Program Office:</b>	OJJD	<b>Date:</b> 09/02/2015
<b>Grantee DUNS Number:</b>	06-992-8349	<b>Grant Manager:</b>	Ricco Hall	
<b>Grantee EIN:</b>	95-6000735	<b>Application Number(s):</b>	2012-50652-CA-PB 2015-50998-CA-PB	
<b>Vendor #:</b>	956000735	<b>Award Number:</b>	2012-PB-FX-K003	
<b>Project Title:</b>	Proyecto Palabra - "Word of Honor" Project	<b>Award Amount:</b>	\$2,182,000.00	

Change Project Period			
<b>Current Grant Period:</b>	Month: 35 Day: 29	<b>New Grant Period:</b>	Month: 47 Day: 29
<b>Project Start Date:</b>	10/01/2012	<b>*New Project Start Date:</b>	10/01/2012
<b>Project End Date:</b>	09/30/2015	<b>*New Project End Date:</b>	09/30/2016

**\*Required Justification for Change Project Period:**

See attachments.

**Attachments:**

Filename:	User:	Timestamp:	Action:
<a href="#">CBVP_Extension Budget City of Los Angeles 09.25.15.pdf</a>	GCespedes	08/28/2015 7:59 PM	Delete Attachment
<a href="#">CBVP GAN Project Period No Cost Ext. City of Los Angeles 09.25.15.pdf</a>	GCespedes	08/28/2015 7:59 PM	Delete Attachment

**Actions:**

Close

Printer Friendly Version

**Audit Trail:**

Description:	Role:	User:	Timestamp:	Note:
Approved-Final	OCFMD - Financial Analyst	SYSTEM_USER	09/02/2015 12:13 PM	View Note
Submitted	PO - Grant Manager	GCespedes	08/28/2015 7:59 PM	View Note
Draft	EXTERNAL - External User	GCespedes	08/28/2015 7:58 PM	View Note

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