



ANTONIO R. VILLARAIGOSA  
MAYOR

June 7, 2013

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

Re: Request to Amend Contracts with Various Contractors to Provide Gang Prevention and Intervention Services in Gang Reduction and Youth Development Zones and Secondary Areas Across the City for the Period July 1, 2013 to June 30, 2014; Request to Accept Funds from the Housing Authority of the City of Los Angeles in Support of Watts Regional Strategy; Request to Amend Contracts with Various Partners in Support of Research, Evaluation, and Data Collection for the period July 1, 2013 to June 30, 2014; Request to Release a Request for Proposals for the Los Angeles Violence Intervention Training Academy for Fiscal Year 2013-14; Request to Fund the 2013 Summer Night Lights Program; Request to Accept Funds from the United States Agency for International Development in Support of International Technical Assistance

Honorable Members:

The Mayor's Office of Gang Reduction and Youth Development (GRYD) was established in 2007 with the primary goal of establishing data-driven gang prevention and intervention and reentry programs in the City's most gang-plagued communities. In 2008, the City Council transferred oversight of the City's previous gang prevention and intervention programs from the Community Development Department to the GRYD Office. Since the establishment of the GRYD Office, its work has been guided by two primary functions: to provide/support direct services to the community and to coordinate efforts with key partners. The GRYD Office directly or indirectly (through contract providers) provides services in the GRYD zones, secondary areas, and sites designated to receive Summer Night Lights (SNL) programming. These services include secondary gang prevention, intervention and reentry, community awareness and education, Gun Buyback Initiative, and violence reduction programming via the SNL program.

The GRYD Office currently has contracts with over two dozen non-profit community-based organizations that provide direct gang prevention and intervention services to youth and families impacted by gang violence. Additionally, the GRYD Office partners with major universities and a research institute to fully evaluate all prongs of the GRYD Comprehensive Strategy. To date, the Urban Institute has issued three process and outcome evaluation reports on the GRYD program. The GRYD Office has also chartered new territory. This year, the GRYD Office signed a Memorandum of Understanding (MOU) with the United States Agency for International Development (USAID) to provide technical assistance to the countries of El Salvador, Guatemala, and Honduras in Central America and Mexico (see Attachment 1). GRYD Comprehensive Strategy pilot programs are currently underway in these countries. This MOU allowed USAID to provide direct funding to the GRYD Office to support a percentage of staff salaries that provided technical assistance.

In Fiscal Year (FY) 2013-14, the GRYD Office will continue with its mission to reduce gang violence within the Los Angeles communities with the most need by:

- *reducing gang joining among youth at high risk for gang membership;*
- *reducing gang involvement among young people who have already joined a gang;*
- *providing effective proactive peace-making and responses to incidents of violence when they occur.*
- *improving communication and collaboration within and across government agencies, community-based organizations, and community residents; and*

In this report we are requesting authority to support the following activities as funded by the Mayor's FY 2013-14 Adopted Budget and other sources:

- Amend or execute new contracts with various non-profit organizations to implement primary and secondary gang prevention services within GRYD zones and/or secondary areas for the period July 1, 2013 to June 30, 2014;
- Amend or execute new contracts with various non-profit organizations to implement gang intervention services within GRYD zones and/or secondary areas for the period July 1, 2013 to June 30, 2014;
- Amend contract with Los Angeles Conservation Corps (LAAC) for a twelve month period to implement the Watts Regional Strategy, in an amount up to and not to exceed \$1,508,878, for the period July 1, 2013 to June 30, 2014;
- Amend contract with California State University, Los Angeles (CSULA) for a twelve month period to oversee the research and evaluation component of GRYD, for an amount up to and not to exceed \$170,000, for the period July 1, 2013 to June 30, 2014;



- Amend contract with Harder + Company Community Research (Harder) for a twelve month period to provide data collection and analysis under the research and evaluation component of GRYD, for an amount up to and not to exceed \$200,000, for the period July 1, 2013 to June 30, 2014;
- Amend contract with University of Southern California (USC) for a twelve month period to oversee implementation of the Youth Services Eligibility Tool (YSET), the research and evaluation component of GRYD, and technical assistance, for an amount up to and not to exceed \$204,381.34, for the period July 1, 2013 to June 30, 2014;
- Amend contract with Urban Institute for a no cost extension with a revised contract end date of June 30, 2014, to provide evaluation services of the GRYD comprehensive strategy;
- Negotiate and execute a contract with LACC in an amount up to and not to exceed \$288,000 in support of arts programming at public housing developments for Summer Night Lights 2013, for the period July 1, 2013 to June 30, 2014;
- Transfer an amount up to and not to exceed \$462,240 to the Department of Recreation and Parks (RAP) in support of staffing and programming for the 2013 Summer Night Lights program at 32 designated recreation centers and parks across the City;
- Authorize the release of a Request for Proposals (RFP) for implementation of the Los Angeles Violence Intervention Training Academy (LAVITA) for an amount up to and not to exceed \$200,000, for a twelve month term with an option to extend for up to two additional terms; and
- Accept retroactive funding from the USAID in an amount not to exceed \$44,536 in support of technical assistance (salary costs) provided by GRYD staff and University of Southern California for the period July 1, 2012 to June 30, 2013.

## **I. GANG PREVENTION**

### **A. Gang Prevention Model of Practice**

As part of its comprehensive strategy, the office of GRYD continues to operate gang prevention programs in twelve (12) GRYD Zones as well as four (4) secondary areas across the city. Eligibility for the prevention program is determined by the use of the YSET developed in conjunction with researchers at USC. As of February 2013, nearly 3,500 youth have been enrolled in GRYD services after being deemed highest at risk for gang joining by the YSET.

Prevention programs are divided into two major categories: the GRYD Gang Prevention Model of Practice and Traditional Services. Descriptions of each category are included below. Overall, when looking at all youth in the GRYD program, 68 percent of youth are enrolled in model programming while 32 percent are enrolled in traditional services.

In traditional services, youth and families are assigned to a case manager, develop a youth and family service plan, are given access to parent support groups, are provided with linkages to other services, and are required to have one family meeting, two individual meetings as well as a minimum of 10 group activities (youth development activities) over a six month cycle of services. This menu of resources is what agencies have typically provided to clients referred to their program. In September 2011 all GRYD contracted service providers began to implement the GRYD gang prevention model of practice. It differs from traditional services in that it is a higher dosage of treatment and a genogram is used as a tool to facilitate work with the families.

The GRYD gang prevention model of practice was developed in consultation with internationally established experts in family systems theory and consists of seven phases designed to focus on addressing problem behaviors associated to risk factors for gang joining. These behaviors and risk factors are what ultimately resulted in the youth becoming eligible for the GRYD program. Each phase of the model utilizes a vertical strategy (e.g., multigenerational coaching through the use of strength-based genograms) and a horizontal strategy (e.g., use of problem-solving techniques) to address problem behaviors.

The Vertical Strategy which uses multigenerational coaching focuses on multi-generational family history and family relationships to support long term family resiliency, family engagement, and individual development of each client. This approach is rooted in the premise that the more individuals know about their family of origin, the more secure, high functioning, and "differentiated" the individual is likely to become. The Horizontal Strategy which uses problem-solving techniques focuses on the family members/caretakers that live together as a part of a given household and on immediate problem-solving strategies to address gang-joining risk factors and problem behaviors that have been identified. The emphasis is placed on affirming and reinforcing parental/caretaker authority, identifying a presenting symptom, and creating a problem-solving intervention within the client's social context.

The seven phases of the GRYD gang prevention model of practice are:

1. Referral Collaboration
2. Building Agreements
3. Redefining
4. Celebrating Changes
5. Mainstreaming
6. Next Level Agreements
7. Re-Assessment



Each phase of the model lasts thirty days and within each thirty day period agencies are required to emphasize the vertical and horizontal strategies by hosting one strategy team meeting, two family meetings, one individual meeting and at least 10 group activities (youth development activities) over a six month cycle of services, for every client enrolled in model programming.

After over a year and a half of implementation, the GRYD gang prevention model continues to show promising results. As of February 2013, out of all the youth that have reached the re-assessment phase of the model, and have been re-evaluated using the YSET-R, 56 percent of those youth have had a reduction in risk factors and an increase in protective factors whereby if they were to take the YSET again for eligibility determination, they would no longer be eligible for GRYD services. This means that problem behaviors associated to risk factors for gang joining have been reduced and the youth might be close to graduating from the GRYD program, placing them in the category of "no longer highest at risk for gang joining". This is a 12 percent improvement from the already promising 43.94 percent reported in February 2012.

The promising results of the GRYD gang prevention model of practice can be attributed to multiple factors including the hard work and dedication of staff at each of the contracted agencies. One other effort to highlight is the outreach coordinated by the GRYD office in each of the GRYD Zones. An extensive Community Education Campaign consisting of presentations to staff at schools in and around GRYD Zones has resulted in improved connections and communication between schools and GRYD funded agencies. 39 percent of referrals for the GRYD program come from schools so it is important to educate our partners on campuses about the risk factors for gang joining. In fiscal year 2012-2013 over 30 presentations were made to schools in GRYD zones and in secondary areas.

The GRYD office has taken steps to ensure implementation of quality programming within each of the GRYD zones by creating mechanisms that allow for continued capacity building at contracted agencies and the ability for the GRYD office to monitor the work that is being conducted in every community.

In terms of capacity building, the GRYD office partnered with the Chicago Center for Family Health (CCFH) to provide a training series to GRYD staff and staff at each of the contracted prevention agencies. Over 100 therapists, case managers, family advocates, systems navigators, and program directors have learned about genograms, resiliency, collaborative helping, becoming an appreciative ally, and many other topics, methods, and strategies that will assist them in working with youth and families. Not only did service providers learn new skills and strategies, they also, received insight on how to incorporate these new tools to their work under the prevention model of practice. Ongoing support has also included training on the YSET, training on genograms and genogram construction, as well as database trainings both for new staff and as refresher courses for existing staff.



Our partner, Harder, created an online client database that tracks the work that is being conducted with every single client. The database was launched in October 2011 and was built in a manner that parallels the GRYD gang prevention model of practice. It continues to allow the GRYD office to ensure model fidelity by looking at the quantity and quality of meetings, activities, and services provided to each youth and family.

Finally, the GRYD office continued to host its Peer Learning Network (PLN) which is a forum where contracted agencies come together to discuss GRYD prevention efforts, develop best practices, and find ways to make GRYD work more seamless, effective and meaningful for clients. With the development of the GRYD client database, the PLN also served as a forum where the GRYD office holds agencies accountable for their work on a monthly basis. The PLN continues to be the forum where the GRYD office can look at monthly and quarterly reports with GRYD agencies and troubleshoot obstacles they have encountered in conducting their work.

The proposed FY 13-14 Scope of Work for contractors providing prevention services in designated GRYD zones and secondary areas is provided as Attachment 2.

## **II. GANG INTERVENTION**

### **A. Gang Intervention Model of Practice**

The GRYD Intervention Model of Practice is comprised of two focal points: (1) family-based case management and (2) crisis response and proactive peacemaking in the community. Family-based case management (FCM) involves intervention agencies providing referrals to needed services (e.g., mentoring, counseling, etc.) and providing assistance and oversight for each of their clients. Reentry services play an important role in the FCM component provided by gang intervention agencies. Crisis response and proactive peacekeeping services ensure an immediate response to gang-related violent incidents when they occur (i.e., crisis response) as well as activities to maintain peace before violence occurs or after it occurs. It is also important to recognize community engagement as an integral part of the intervention model of practice as it requires efforts to engage community and law enforcement in a community policing activity.

The Intervention Model of Practice is based largely on a conceptual framework derived from several social and psychological theories and practices. For intervention, the key principles of Relational Triangles (Bowen, 1983) and Self-differentiation (Kerr and Bowen, 1988; Bowen, 1993), lie at the core of the intervention work as it relates to crisis response, proactive peace-keeping and FCM. The Intervention Model of Practice as a whole is a multi-systemic relational approach that focuses on the individual gang member, the peer group or gang, the multi-generational family of which the gang member is a part of and the neighborhood or broader community in which the individual gang member and the



gang claims. Key to the success of the Intervention Model is the inter-relationship between LAPD, community intervention workers (CIW) and GRYD Office personnel. These relationships are now rooted in communication, cooperation and collaboration on virtually every aspect of intervention work. Crisis response to gang-related incidents are the most visible way these three groups work together but the three also collaborate on proactive peacekeeping activities such as town hall meetings, peace marches, sporting events, rumor control, truce maintenance, community outreach, and monitoring vigils and funerals.

A description of each of the prongs is provided below:

Crisis Response and Proactive Peacemaking—GRYD crisis response builds upon the triangle protocol which was developed to more effectively reduce gang-related retaliation. The protocol assists with identification of the roles/responsibilities of three major entities: GRYD personnel, law enforcement and CIWs. The objective of the Triangle response system includes:

- Reducing the likelihood of gang retaliation after a gang-involved incident
- Providing services and assistance to crime victims and their families helping to calm community residents through rumor control at the scene and through proactive peace keeping activities
- Meeting with family and community members after an incident to ensure services are delivered; and
- Bi-weekly meetings with three parties to ensure victim's and family's needs are met and monitoring of hot spots of violence is taking place

All gang-related incidents are now recorded by both GRYD staff and CIWs on an online data base system. Proactive peacemaking activities are activities that bring the community together to respond to violence and bring about neighborhood interfacing and community engagement. Activities may include but not be limited to rumor control, special events, field trips, street mediation, community outreach, etc are now also actively tracked and recorded on our online data base system.

Since 2009, GRYD has responded to 2,682 incidents. Since 2007, there have been reductions in gang-related violence citywide.

- 34.3% reduction in homicides
- 42.6% reduction in attacks on police officers
- 40.2% reduction in aggravated assaults
- 31.9% reduction in extortion
- 46.5% reduction in shots fired
- 37.7% reduction in victims shot



FCM services are directed at 14-25 year olds who are gang-involved. FCM services are defined as linking the clients to existing services to meet his/her needs within the community. Clients and their family receive a six month cycle of services that revolves around the client and his/her family being ushered through seven distinct phases of service. Forms to track these phases and the progress of each client are now being logged on to the GRYD online database system. Beginning in July 2013, the FCM will be infused with the social embeddedness tool (SET). This tool is designed to measure how deeply enmeshed or immersed a client is within his/her respective gang. Every eligible case managed client enrolled in FCM will be administered the SET.

Through contracted services provided by the CCFH, service providers and GRYD staff have attended training sessions to enhance their skill sets in the areas of family case management, genogram construction, team consultation, and community resource gathering. On-going training in FY 13-14 is being designed to further strengthen the area of service delivery for the intervention component. In addition, GRYD personnel and intervention contractors have provided education and support for school staff, teachers, parents, community based organizations, community members and LAPD at CED forums across the city.

The proposed FY 13-14 Scope of Work for contractors providing intervention services in designated GRYD zones and secondary areas, is provided as Attachment 3.

## **B. Gun Buyback (GBB) Initiative**

The anonymous Gun Buyback is an initiative led by the GRYD Office in partnership with the Los Angeles Police Department (LAPD). The concept originated in December of 2008 with the purpose of creating an opportunity for individuals living in the GRYD zones to surrender their firearms to law enforcement. The concept was further explored and launched by Mayor Villaraigosa in the spring of 2009, over the course of Mothers' Day weekend. Working in collaboration with community and faith-based organizations enables the message on further reducing gun violence to reach those individuals and groups who are at most risk for victimization. The GRYD office has aligned its outreach efforts on the gun buyback initiative to specifically focus its outreach to areas within the City that have the highest propensity for violence, especially within the GRYD zones. Simultaneously, partnerships with local media outlets KCBS2/KCAL9 reach larger audiences as a call to action in support of violence reduction efforts. GBB marks the beginning of the City of Los Angeles GRYD summer violence reduction strategy and transition into the Summer Night Lights (SNL) Program.

In FY 2012-2013, the GRYD Office in partnership with LAPD, hosted two GBB events. The first was held on December 26, 2012 at two locations, the Los Angeles Sports Arena and the Van Nuys Masonic Builders Association. A total of 901 handguns, 698 rifles, 363 shotguns and 75 assault weapons for a grand total of



2,037 firearms were surrendered. A second GBB event was held on May 4, 2013 at four locations across the City. As a result, the following firearms were collected: 516, handguns, 381 rifles, 226 shotguns and 40 assault weapons; a total of 1,172 firearms surrendered.

A total of \$250,000 in Ralphs/Food for Less supermarket gift cards were purchased for the May event after a motion introduced by Councilmembers Joe Buscaino, 15<sup>th</sup> District and Mitchell Englander, 12<sup>th</sup> District was approved in council (C.F. 13-0354). A total of \$101,650.00 in gift cards were distributed on May 4, 2013; \$148,350.00 worth of gift cards will be distributed at subsequent GBB events tentatively scheduled in the fall of 2013 and spring of 2014. Since its inception in 2009, the Gun Buyback initiative has collected 11,151 firearms from across the City of Los Angeles. Additional information on the Gun Buyback Initiative is included as Attachment 4.

### **C. Los Angeles Violence Intervention Training Academy**

On September 1, 2009, the GRYD office released a request for proposals (RFP), as authorized by city council (C.F. 09-2017) to solicit one provider to coordinate and implement the Los Angeles Violence Intervention Training Academy (LAVITA) for our citywide gang intervention component. In December 2009, pursuant to a competitive bid process, the Advancement Project was selected to coordinate and implement LAVITA and tasked with the following primary outcome goals: 1) create an academy that encourages life long learning of the CIW in five identified areas of competency, and 2) develop a certification process that will direct the professional development of CIWs. Funding in the amount of \$200,000 was available in the FY 2009-10 Adopted Budget. The performance period was effective for a one-year term beginning January 1, 2010 through December 31, 2010, with the option to renew for two additional one-year terms. The contract with AP was amended for three subsequent twelve-month periods: January 1, 2011 to December 31, 2011, January 1, 2012 to December 31, 2012 and January 1, 2013 to December 31, 2013 (C.F. 12-1846).

During the course of the three years that the Los Angeles Violence Intervention Training Academy has existed, LAVITA has trained and certified 153 community intervention workers, providing a standardized training and certification for all. Moving forward, GRYD would like the training academy to align even more closely with the GRYD comprehensive strategy with more time spent on the intervention model of practice of family case management and crisis response. Therefore, the GRYD Office will be issuing a RFPs in FY 13-14 to select a provider to implement LAVITA beginning January 1, 2014.



#### **D. Watts Regional Strategy**

The establishment of the Watts Regional Strategy (WRS) in 2011 was a direct result of a request submitted by community members and civic leaders in response to the increase of violence in the community of Watts. The Los Angeles Police Department (LAPD) had informed the Mayor and GRYD Office that a feud between two gangs resulted in a dramatic increase in gang violence in the Watts community. This increase contributed to a 300% increase in victims shot (24 vs. 6) and a 700% increase in homicides (8 vs. 1) year-to-date in 2011 compared to 2010. In addition, a total of 108 gang related incidents occurred between January 2011 and September 2011, of which 65 took place in the public housing developments in Watts (excluding Nickerson Gardens). In the Watts/Southeast GRYD Zone, a 14.2% decrease in gang crimes was reported; in the adjacent public housing development there was a 36% increase in gang crimes (January 2011 to September 2011).

Funding was urgently needed for intervention services and other proactive peacekeeping activities in the adjoining Watts community. Despite additional resources deployed by LAPD to address this problem, all indications continued to suggest that this feud was the most active and violent gang feud in the city. As a direct result, the desire to combat this problem was to increase the amount of law enforcement on the streets. The idea of just improving public safety alone without reducing gang violence was not something that could be fully realized unless gang intervention and more community engagement and proactive peace keeping efforts were combined with suppression efforts.

Therefore, members of Council introduced a motion (C.F. 11-1879) to accept funding in the amount of \$1,300,000 from the Housing Authority of the City of Los Angeles (HACLA) Payment in Lieu of Taxes (PILOT) program to support the creation of a Regional Comprehensive Violence Reduction Strategy, otherwise known as Watts Regional Strategy to support the following services: hiring of community intervention workers, case managers, peace ambassadors, safe passage workers, implementation of father's groups, training, and community events. The GRYD Office negotiated and executed a contract with LACC to serve in the capacity of the administrative and fiscal agency and implement the above-mentioned services, for a period beginning November 1, 2011 to October 31, 2012, for an amount up to and not to exceed \$1,555,940.00. This contract would subsequently be amended twice: (1) no-cost extension with a revised date of June 30, 2013 (C.F. 12-0923) and (2) revised contract amount of \$1,577,080 (C.F. 12-1228<sup>1</sup>). In addition to the contract with LACC, a contract amendment was authorized with the contractor, Urban Institute in an amount not to exceed \$40,000 to provide evaluation services. These services have been incorporated into the

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<sup>1</sup> Members of Council introduced a motion requesting to amend contract no. 120024 with Los Angeles Conservation Corps for an increased amount of \$21,140 to support security services at the 109<sup>th</sup> street pool.



contract with Urban Institute contract for the period beginning April 1, 2013 to March 30, 2014. An evaluation of WRS and its program components is anticipated at the end of FY 13-14. To date, the GRYD Office has provided LACC with \$973,943 in reimbursements (as of February 2013) utilizing the funds allocated.

Attachment 5 provides a programmatic update on the Watts Regional Strategy. Topics include:

- A. Community Intervention Workers and Crisis Response
- B. Case Management
- C. Safe Passages
- D. Family Project
- E. Peace Ambassadors (Peace Keeping Activities/Events)
- F. Professional Development/Training
- G. Los Angeles Intervention Training Academy (LAVITA)
- H. Gun Buyback
- I. Summer Night Lights 2012
- J. Collaborations/Partnerships

### III. PROGRAM OUTCOMES

- A. Component Successes/Accomplishments
- B. Future Plans for Watts Regional Strategy

In order to provide continued services in the public housing developments of Jordan Downs, Imperial Courts, Nickerson Gardens, and Gonzague Village, the GRYD Office requests authority to (1) accept an additional \$1.3 million from PILOT program funds from HACLA for FY 2013-2014 (C.F. 11-0932) and (2) negotiate and execute a contract amendment with LACC for the purpose of continuing services in the public housing developments mentioned above for the period July 1, 2013 to June 30, 2014. The revised contract amount requested is \$1,508,878 (\$555,000 from General Fund and \$953,878 from HACLA PILOT program. The proposed FY 13-14 Scope of Work for LACC, is provided as Attachment 6. The remaining HACLA PILOT funds, \$346,122, will be utilized for costs associated with GRYD Office salaries and related costs to oversee direct programming, transportation and travel, and office and administration. The proposed Memorandum of Understanding (MOU) with HACLA in support of Watts Regional Strategy activities is provided as Attachment 7.

### III. CONTRACT MERGER FOR APPLICABLE GANG PREVENTION PREVENTION AND INTERVENTION AGENCIES

Since the inception of the GRYD Office, contract execution with all gang prevention and intervention service providers has been designated per GRYD zone or secondary area. Currently, the GRYD budget and contracts team oversees a total of 37 contracts designated per area of service. In some cases, there are agencies

that serve a number of areas but provide the same discipline. For example, Communities in Schools, a non-profit organization in the San Fernando Valley, currently provides gang intervention services in three separate target areas including Panorama City and Pacoima GRYD zones and Sun Valley secondary area. In FY 13-14, we will be reducing the number of contracts by eight, by merging some contracts into one according to area of discipline and thereby reducing the amount of paperwork processed by the budget and contracts team. This merger will also ensure greater accountability and efficiency in ensuring timely reimbursement of invoices to the agency. Only contracts that are receiving funds solely from the general fund will be recommended for a merger.

In FY 13-14, we will be requesting to execute one contract with the following agencies:

<b>Agency:</b>	<b>Discipline/Areas Served:</b>	<b>Original Number of Contracts:</b>	<b>New Contract Amount:</b>	<b>Source of Funding:</b>
Communities In Schools, Inc.	Gang Intervention/ Pacoima and Panorama City GRYD zones; Valley Secondary Area	3	\$1,367,500	General Fund
Community Build, Inc.	Gang Prevention/ Baldwin Village and Florence-Graham GRYD zones	2	\$1,600,000	General Fund
Soledad Enrichment Action, Inc.	Gang Intervention/ 77 <sup>th</sup> II, Boyle Heights, Newton, and North Hollenbeck GRYD zones	4	\$2,220,000	General Fund
Venice 2000/H.E.L.P.E.R. Foundation	Gang Intervention/ Southwest II GRYD zone and West secondary area	2	\$812,500	General Fund
Watts Labor Community Action Committee, Inc.	Gang Prevention/ Watts GRYD zone and South secondary area	2	\$1,137,500	General Fund

#### IV. SUMMER NIGHT LIGHTS PROGRAM

Los Angeles is home to the largest and most established gang population in the country with an estimated 400 active gangs and an estimated 41,000 gang members. LAPD's current estimated gang membership suggests that close to five (5) percent of all known street gang members in the United States reside in the City of Los Angeles. This suggests that youth are five times more likely to be in a gang in Los Angeles than in the United States as a whole.<sup>2</sup>

<sup>2</sup> Urban Institute: Evaluation of the Los Angeles Gang Reduction & Youth Development Program: Y1 Report



The SNL program was piloted during the summer of 2008 by GRYD as a response to research that point to youth being most likely to commit violent crimes between the hours of 4 p.m. and midnight during the summer months in the City of Los Angeles. SNL was piloted during the summer of 2008 at 7 local parks and 1 housing development. Since its inception, the program has expanded to 16 sites in 2009, 24 sites in 2010, and 32 sites in 2011.

Specifically, SNL provides extended programming to community stakeholders along the family life cycle (i.e., infant to elderly residents) between the hours of 7 p.m. to midnight, Wednesday through Saturday, traditionally starting from 4<sup>th</sup> of July weekend through Labor Day weekend. The notion of community stakeholders includes all members of the community, including those who may be potential perpetrators of violence (e.g., gang members) as well as those who may be potential victims of violence.

Since the inception of the program, there have been significant decreases in gang-related crime in the communities surrounding the SNL sites. In 2008, there was a 17 percent reduction in gang-related part 1 crime, in 2009 there was an 11 percent reduction, in 2010 there was a 40 percent reduction in gang related part 1 crime, and in 2011 there was a 35 percent reduction in gang related part 1 crime. In 2012 there was a 33 percent reduction in gang related part 1 crime. A full report highlighting the results of the SNL program beginning in 2008 to 2012 can be accessed via council file number 11-0984-S3.

#### **A. SNL 2013 Funding**

In 2013, the SNL program is proposed to return to the previous year's 32 parks located throughout the City of Los Angeles. The SNL program will begin on June 26, 2013 and conclude on August 10, 2013. The change in program dates is due in large part to the modification of the Los Angeles Unified School District (LAUSD) school calendar which will have students returning to school in mid-August as opposed to September. In order to ensure the program is made available during summer months when youth are out of school, program dates have been modified to match the proposed LAUSD fall school start date of August 13, 2013.

SNL sites include 28 targeted Recreation and Park Facilities: Cypress Park, Ramon Garcia, Lou Costello, Highland Park, Glassell Park, Lafayette, Lemon Grove, Hubert Humphrey, Sepulveda, Delano, Valley Plaza, Jim Gilliam, Mount Carmel, Ross Snyder, Jackie Tatum Harvard Park, South Park, Slauson, Van Ness, Martin Luther King, Normandale, Wilmington, Algin Sutton, Green Meadows, El Sereno, Montecito Heights, Toberman, Lanark, Sun Valley and 4 housing developments: Nickerson Gardens, Jordan Downs, Imperial Courts and Ramona Gardens.



**Extended Hours & Programming:** From June 26 – August 10, 2013, 32 SNL sites will offer targeted programming for at-risk youth and their families four nights a week beginning Wednesday to Saturday. These additional hours are filled with leadership, athletic, recreational, educational, cultural, and artistic activities. They are staffed by a Site Coordination team that includes a Site Manager, Program Coordinator, 10 Youth Squad members, and 1 Lead Youth Squad. Programming is offered to participants free of charge, and includes meals served nightly for the duration of the program. Examples of SNL programming include basketball, soccer and softball leagues, art workshops, literacy corner, parent and teen workshops, skate park, and mobile health testing.

**Youth Squad Training & Employment:** The program hires youth, ages 17-24, from the community who are at-risk for gang involvement and/or gang-related violence. Ten Youth Squad members and one Lead Youth Squad member are hired at each SNL location to carry out the tasks related to program delivery. All youth are trained prior to the program and participate in on-going financial literacy, professional development, and life skills training throughout their employment. With a youth unemployment rate of 38%, the highest among demographic groups in Los Angeles, SNL provides critical employment and professional development opportunities for local youth.

**Community Intervention Workers/ Cease Fire:** CIWs engage in proactive peace-making activities as well as violence interruption strategies throughout the SNL program. CIWs address potential conflicts, assist in identifying resolutions, and reinforce ongoing inter-neighborhood agreements. During programming hours, CIWs implement violence reduction programming targeting gang involved youth and young adults that will link participants to intervention services. In addition, CIW's utilize the SNL program to establish relationships and enact proactive peace-making activities that will continue throughout the year after SNL.

**Law Enforcement & Community Engagement:** LAPD is an active partner and supporter of the GRYD strategy. As such, LAPD involvement in the SNL program occurs at multiple levels. Law enforcement presence at SNL sites consists of active participation and interaction with all community members in activities beyond suppression including sports, provision of community resources, and LAPD program opportunities for youth and residents during and beyond SNL.

**Program Partners:**

The past and present success of SNL is greatly indebted to the year round relationships created through the implementation of the GRYD office's strategy. The office has established important and lasting relationships with government agencies, community-based and non-profit organizations, businesses, and local philanthropies. SNL has also provided a unique opportunity for inter-departmental collaboration as well as city-county collaborations.



The implementation of the program includes a partnership with RAP, LAPD, Los Angeles City Attorney's Office, Los Angeles City Council Members and other elected officials, the Department of Cultural Affairs (DCA), HACLA, LAUSD, and the LACC.

***SNL 2013 Projected Employment Opportunities***

<b>Seasonal Staff</b>	<b>Total Employment Number</b>
Youth Squad	320
Youth Squad Lead	32
Site Managers	32
Program Coordinators	32
Youth Interns	8
Evaluation Staff	8
Artists	43
Sports League Coaches	250
Sports League Officials	300
Community Intervention Workers	160
<b>Total Projected Seasonal Staff</b>	<b>1,185</b>

The GRYD office has secured council authority to execute a contract amendment with LACC (Contract #119163, Amendment No. 3) for the period April 1, 2013 to March 31, 2014 through C.F. #11-0984-S3 to support SNL programming in 2013. This amendment increased their contract in an amount up to and not to exceed \$2,249,760 supported by the 39<sup>th</sup> Program Year Housing and Community Development Consolidated Plan (C.F. 12-1607) in the amount of \$1,749,760 and HACLA PILOT funds in the amount of \$500,000 (C.F. 11-0932-S2).

In addition, the GRYD Office received funding to support SNL 2013 in the Mayor's Adopted Budget for FY 13-14: 1) \$288,000 to support an arts component and 2) \$462,240 to support the RAP facilities throughout the City. The GRYD Office requests authority to execute a new contract with LACC to support the arts component of SNL 2013, in an amount not to exceed \$288,000. In the past, the GRYD Office has incorporated this funding into the LACC existing contract. This year, in order to maintain funding sources and reporting requirements separate, a new contract is requested.

SNL Art programming will focus on a curriculum that illustrates the historical and cultural connection between Black (African/African American) and Brown (Latin American/Latino/a). Artists will develop their workshops with the intent of keeping a through-line, focused on the celebration, power, and inter-connection of Black-Brown culture and experiences. In addition, art workshops will promote familial and intergenerational participation as well as expose participants to new art forms.



A description of art programming is provided below:

**Art Program Structure-** Sites for SNL 2013 will include a menu of art programming which includes the following:

- **Site Artists (16)** – each site artist will be assigned a region (2 parks) and provide workshops for the duration of the program.
- **All Site Artists (2)** – each all site artist will provide one workshop each SNL site.
- **Culinary (6)** – each culinary artist will be assigned a region of parks (5-6) and will provide workshops at each assigned region for the duration of the program.
- **Dance (16)** - each dance artist will be assigned a region (2 parks) and provide workshops for the duration of the program.

**Artist Selection** - Local community artists will be selected to provide diverse and unique arts programming that create important cultural experiences and outlets for expression. Approved artists will have submitted work samples, a one page statement on teaching ability and previous experience working with youth and adults in communities of color.

**Artist Orientation** - Selected artists will attend an orientation that includes an overview of the SNL mission, program logistics (daily tasks, supply orders), final budget review, curriculum workshops, and team-building exercises.

**Prospective Art Forms:**

**Aerosol/Graffiti Art:** artistic phenomenon in both the Black and Brown communities, history dates back to Aztec and African inscriptions.

**Spoken-Word/Poetry/Theatre:** focus on topics, issues, and realities that impact both the Black and Brown communities.

**Mixed Media Art/Visual Art:**

- Painting, Sketching
- Mixed Media (collages, crafts)
- Mask Making
- Jewelry Making
- Woodwork/Sculpting
- Mosaic Art

**DJ-ing:** cross-cultural appeal, focus on the diversity of influences that informs today's popular music, roots of hip hop, reggae, reggae-ton, etc.



**Hip Hop/Krump/Breaking:** Street dance styles that includes a wide range of styles primarily breaking, locking, and popping which were created in the 1970s and made popular by dance *crews* in the United States.

**Salsa/Merengue/Cumbia:** fusion of African, Caribbean, and Spanish roots – Cuban, Puerto Rican, and Dominican tradition.

**Zumba-** Includes the fusion of dance and aerobic elements, and choreography incorporates hip-hop, soca, samba, salsa, merengue, mambo, martial arts, and Bollywood and belly dancing.

Department of Recreation and Parks - The GRYD office has worked closely with the City's RAP since the inception of SNL in 2008. This year, the GRYD office has identified 32 facilities and a staffing component per site to support SNL activities that focus on leadership, athletics, recreation, education, culture, and the arts. The Recreation and Parks facilities are safe places where entire families can gather, enjoy a free dinner and partake in positive, family supportive activities. In FY 13-14, the GRYD office is seeking to transfer up to and not to exceed \$462,240 in general fund monies to support staff salaries, staff overtime, maintenance, materials, supplies, hiring hall fees, and contractual services within RAP. Total funding in support of SNL 2013 for RAP is \$740,000 - \$462,240 from FY 13-14 Adopted Budget and \$241,760 in FY 12-13 Adopted Budget, Account 003040 contractual services (C.F. 11-0984-S3).

## **V. EVALUATION AND RESEARCH**

The Evaluation and Research component of the GRYD Office is primarily tasked with overseeing the implementation of (1) citywide evaluation of the GRYD comprehensive strategy as conducted by UI (2) data collection system as administered by Harder (3) YSET and SET as administered by USC.

A Brief List of Key Accomplishments in FY 2012-13 include:

- Completion of Year 3 GRYD Program Evaluation Report (C.F. 12-0923-S1)
- Use of GRYD database for prevention services by all contracted providers—descriptive, dosage and outcome data available all clients served since September 1, 2011
- Use of GRYD database for family-based case management by all contracted providers—descriptive, dosage and outcome data available all clients served since February 1, 2012
- Use of the GRYD database for crisis response incidents by all GRYD staff and CIWs responding to incidents—descriptive data and CIW tracking logs completed on all incidents since January 1, 2012
- Tri-annual reports completed and presented to providers using data from GRYD databases and YSET results



- Social embeddedness tool developed and piloted—will be expanded across all contractors in FY 13-14
- 1000+ YSET-Initial interviews completed and scored for program eligibility
- 500+ YSET-Retest interviews completed and scored for feedback reports
- Evaluation RFP developed and used to select Urban Institute as the evaluation contractor for FY 13-14

California State University—Los Angeles (CSULA)

GRYD currently contracts with CSULA in order for Denise C. Herz, Ph.D., to serve as the GRYD Research Director. In this capacity, Dr. Herz is responsible for the supervision of the GRYD Project Manager (Molly Krauss) as well as coordination and oversight of all GRYD research and evaluation components. In FY 2012-13, Dr. Herz provided oversight and development for provider data collection in the GRYD Prevention, GRYD Intervention Family-Based Case Management, and GRYD Intervention Crisis Response databases. Additionally, she led triannual training sessions with all provider groups to review data results derived from the GRYD database and YSET reports. During this time, she also worked closely with the fiscal team to develop an evaluation RFP and direct a review committee tasked with evaluating submitted proposals.

Molly Kraus currently serves as the Project Manager for GRYD Research and Evaluation under the supervision of Dr. Herz, Research Director. She assists Dr. Herz in the development of data collection systems for all contracted providers and GRYD staff and meets with providers on a regular basis to provide technical assistance and address training issues. Additional responsibilities include assistance in updates to GRYD provider policy handbooks as it pertains to data collection; coordination with Harder, USC, and UI in regards to data collection, report production, and special data requests from the GRYD office; management of data collection and internal analysis for GRYD initiatives including CEC, GBB, and SNL; and production of area profiles and maps depicting/pertaining to GRYD areas of service. In FY 13-14, Dr. Denise Herz will continue on as the GRYD Research Director and continue supervising the GRYD Project Manager, in which the position will now be directly funded under the contract with CSULA. The proposed FY 13-14 Scope of Work for CSULA, is provided as Attachment 7.

University of Southern California (USC)

In FY 2012-13, the University of Southern California is responsible for the scoring and administration of feedback reports to providers for both the Initial and Re-test of the YSET-I and YSET-R. In this capacity, USC has provided training to all GRYD prevention agency staff on YSET administration and has further been responsible for the processing of intake interviews which determine risk level and client eligibility, maintenance of the YSET database, collaboration with both providers and GRYD Staff, and attendance at provider data presentation meetings. From October 1, 2012—June 30, 2013, USC was additionally responsible for YSET-Retest data collection, analysis, and maintenance as well as random assignment of eligible clients. During FY 2012-



2013, USC, in collaboration with the GRYD office, created the SET and conducted a pilot of this tool with Intervention FCM clients. Citywide expansion of the SET for all FCM clients is scheduled to begin in the coming fiscal year, and USC will oversee SET intervention agency staff training as well as data collection, analysis, and management of the SET database. The proposed FY 13-14 Scope of Work for USC, is provided as Attachment 8.

Harder + Company Community Research (Harder)

Since 2011, Harder has worked closely with the GRYD office to design and support an online ACCESS database that tracks client level data for prevention and intervention providers. During this time, Harder has provided support for development and implementation for all GRYD databases. Responsibilities have included the production of triannual, monthly, and special request report production; attendance at provider data presentation meetings; provision of technical support and database training for GRYD Staff and GRYD intervention and prevention service providers as well as ongoing collaboration with all parties.

During FY 2013-2014, Harder will continue to provide support as GRYD transitions to a new data system and will initially serve as Site Administrator, working closely with the data vendor and GRYD staff on the design and set-up, migration of data, report development, training and ongoing technical assistance. The GRYD Office is moving from an ACCESS system to a web/cloud-based system that will allow for case management and outcomes reporting. This change is due to the fact that the ACCESS system was intended to get the GRYD program up and running with data collection and the capacity of this system has now been exceeded. This move will be led by Harder as an extension of their previous contract and Harder will subcontract with an entity to help support the new system. Functionality will be greatly improved as the new system will provide increased capacity for volume of data and will provide readily accessible reports from the data in real time. Real time report access is an important consideration for GRYD as service providers need access to the results related to their data on a regular and consistent basis and the new system will provide this function. The timeline is estimated to be 5 to 7 months which includes a discovery and design phase, system build out, training, and data migration activities.

The proposed FY 13-14 Scope of Work for Harder + Company Community Research, is provided as Attachment 9.

Urban Institute (UI)

Since September 2008, the GRYD Office has provided annual funding to support gang secondary prevention efforts, family case management intervention efforts, and crisis/response/proactive peacekeeping activities. A key part of the Mayor's Gang Reduction strategy is to fully evaluate all prongs of the GRYD Comprehensive Strategy. To date, three evaluation reports have been produced by an external contractor. On June 29, 2012, per C.F. 12-0923, the GRYD Office was provided authority to release a RFPs to identify a contractor to provide a comprehensive evaluation and analysis of the GRYD Comprehensive Strategy and associated



programs in an amount not to exceed \$900,000 over a 12-month period. In addition, C.F. 11-1879 identified an additional \$40,000 from the PILOT funds provided by HACLA to support the evaluation of the WRS.

In May of 2013, the GRYD Office received authority to execute a new contract with UI for an amount up to and not to exceed \$940,000 to provide a comprehensive evaluation and analysis of the GRYD Comprehensive Strategy, for the period beginning April 1, 2013 to March 31, 2014 (C.F. 12-0923-S1). Based on a recent planning meeting with UI, it was requested that additional time be granted (up to June 30, 2014) to complete the fourth year annual report. In years past, the contractor has requested between 1-3 months to complete the final report. Therefore, the GRYD Office is requesting a no-cost extension to the contract with UI with a revised end date of June 30, 2014.

## VI. RECOMMENDATIONS

It is THEREFORE requested that the City Council:

### *With respect to Gang Intervention and Gang Prevention Contracts.*

1. **AUTHORIZE** the Mayor, or designee to negotiate and execute contract amendments with the organizations listed below to provide gang prevention services in designated GRYD zones and/or secondary areas, for the period July 1, 2013 to June 30, 2014, for the amounts and from funding sources listed below, subject to approval of the City Attorney, as to form and legality and compliance with City contracting requirements:

PREVENTION SERVICES PERIOD: JULY 1, 2013 – JUNE 30, 2014				
AGENCY	GRYD ZONE and/or SECONDARY AREA	AMOUNT	FUNDING SOURCE	TYPE OF CONTRACT
Alma Family Services	Boyle Heights GRYD zone	\$ 800,000 (\$636,554 – GF; \$163,446 - CalGRIP 2013)	General Fund and CalGRIP 2013 Funds (C.F. 13-0500; pending Council approval)	Amendment to Contract No. 120855
Asian American Drug Abuse Program	77 <sup>th</sup> II GRYD zone	\$ 800,000	General Fund	Amendment to Contract No. 120854
Barrio Action Youth and Family Center	North Hollenbeck GRYD zone	\$ 800,000	General Fund	Amendment to Contract No. 119920



Brotherhood Crusade	Southwest II GRYD zone	<b>\$ 800,000</b>	General Fund	Amendment to Contract No. 121396
Child and Family Guidance Center	Valley secondary area	<b>\$ 337,500</b>	General Fund	Amendment to Contract No. 121432
Children's Hospital Los Angeles	Cypress Park GRYD zone	<b>\$ 800,000</b> (\$636,554 – GF; \$163,446 - CalGRIP 2013)	General Fund and CalGRIP 2013 Funds (C.F. 13-0500; pending Council approval)	Amendment to Contract No.
Children's Hospital Los Angeles	West secondary area	<b>\$ 337,500</b>	General Fund	Amendment to Contract No. 121585
Community Build, Inc.	Baldwin Village and Florence-Graham GRYD zones	<b>\$1,600,000</b>	General Fund	New Contract
El Centro Del Pueblo	Rampart GRYD zone	<b>\$ 400,000</b>	General Fund	Amendment to Contract No. 121584
El Nido Family Centers	Pacoima City GRYD zone	<b>\$ 800,000</b>	General Fund	Amendment to Contract No. 121078
New Directions for Youth	Panorama City GRYD zone	<b>\$ 800,000</b>	General Fund	Amendment to Contract No. 120819
People Coordinated Services	Newton GRYD zone	<b>\$ 800,000</b>	General Fund	Amendment to Contract No. 120896
P.F. Bresee Foundation	Rampart GRYD zone	<b>\$ 400,000</b>	General Fund	Amendment to Contract No. 121399
Watts Labor Community Action Committee	Watts GRYD zone and South secondary area	<b>\$1,137,500</b>	General Fund	New Contract
Youth Policy Institute	Central secondary area	<b>\$ 337,500</b>	General Fund	Amendment to Contract No. 121404
<b>TOTAL =</b>		<b>\$10,950,000</b>		



2. **AUTHORIZE** the Mayor, or designee to negotiate and execute contract amendments with the organizations listed below to provide gang intervention services in GRYD Zones and/or secondary areas for the period July 1, 2013 to June 30, 2014, for the amounts and funding sources listed below, subject to approval of the City Attorney, as to form and legality compliance with City contracting requirements:

INTERVENTION SERVICES PERIOD: JULY 1, 2013 – JUNE 30, 2014				
AGENCY	GRYD ZONE and/or SECONDARY AREA	AMOUNT	FUNDING SOURCE	TYPE OF CONTRACT
Communities In Schools, Inc.	Pacoima and Panorama City GRYD zones; Valley Secondary Area	<b>\$1,367,500</b> (\$555,000 per GRYD zone x 2; \$257,500 per secondary area)	General Fund	New Contract
Community Build, Inc.	Baldwin Village GRYD zone	<b>\$ 555,000</b>	General Fund	Amendment to Contract No. 120878
Los Angeles Conservation Corps	Watts Regional Strategy	<b>\$1,508,878</b> (\$555,000 – GF; \$953,878 – HACLA PILOT Funds)	General Fund and HACLA PILOT Funds	Amendment to Contract No. 120819
Public Health Foundation Enterprises, Inc./Aztecs Rising	Cypress Park GRYD zone	<b>\$ 555,000</b> (\$342,054 – GF; \$212,946 – CalGRIP 2013)	General Fund and CalGRIP 2013 Funds (C.F. 13-0500; pending Council approval)	Amendment to Contract No. 121062
Public Health Foundation Enterprises, Inc./Aztecs Rising	Rampart GRYD zone and Central secondary area	<b>\$ 812,500</b> (\$555,000 per GRYD zone; \$257,500 per secondary area)	General Fund	Amendment to Contract No. 121064
Soledad Enrichment Action, Inc.	77 <sup>th</sup> II, Newton, North Hollenbeck GRYD zones	<b>\$1,665,000</b>	General Fund	New Contract
Soledad Enrichment Action, Inc.	Boyle Heights GRYD zone	<b>\$ 555,000</b> (\$342,054 – GF; \$212,946 – CalGRIP 2013)	General Fund and CalGRIP 2013 Funds (C.F. 13-0500; pending Council approval)	New Contract



Toberman Neighborhood Center	South secondary area	\$ 460,000	General Fund	Amendment to Contract No. 121430
Venice 2000/H.E.L.P.E.R. Foundation	Southwest II GRYD zone and West secondary area	\$ 812,500 (\$555,000 per GRYD zone; \$257,500 per secondary area)	General Fund	Amendment to Contract No. 120899
<b>TOTAL = \$8,291,378</b>				

***With respect to Watts Regional Strategy.***

3. **AUTHORIZE** the Mayor, or designee to receive and expend a second payment of \$1,300,000 from the Payment in Lieu of Taxes (PILOT) fund from the Housing Authority of the City of Los Angeles to the City to be utilized for the Watts Regional Strategy for the period January 1, 2013 to June 30, 2014 that will support such services and activities including but not limited to gang intervention, safe passages, professional training, evaluation, community education campaign, etc.
4. **AUTHORIZE** the Mayor, or designee to amend contract #120024 with Los Angeles Conservation Corps (LACC) and increase the contract amount by \$953,878 from the HACLA PILOT funds and \$555,000 from the General Fund, for the total contract amount not to exceed \$3,085,958, in support of programming for the Watts Regional Strategy, with a revised end date of June 30, 2014, subject to City Attorney approval as to form and legality and compliance with City contracting requirements.
5. **AUTHORIZE** the Mayor, upon receipt of these funds, to deposit them into the following accounts, and in the amounts specified, in the Mayor's Fund No. 100-46:

<u>ACCOUNT NO.</u>	<u>ACCOUNT TITLE</u>	<u>AMOUNT</u>
001070	Salaries as needed (July 1, 2013- June 30, 2014)	\$ 243,528
5346	Related Costs	\$ 86,034
003040	Contractual Services	\$ 953,878
003310	Transportation and Travel	\$ 4,258
006010	Office and Administration	\$ 12,302
	Total:	\$ 1,300,000

***With respect to Other Contracts and Initiatives.***

6. **AUTHORIZE** the Mayor, or designee to negotiate and execute a contract amendment with California State University Los Angeles to provide research and evaluation supervision services, for the period beginning July 1, 2013 to June 30, 2014 for an amount up to and not to exceed \$170,000 from the General Fund, subject to approval of the City Attorney, as to form and legality and compliance with City contracting requirements.

7. **AUTHORIZE** the Mayor, or designee to negotiate and execute a contract amendment with University of Southern California to provide oversight and administration of the Youth Services Eligibility Tool (YSET) and Social Embeddedness Tool (SET) for all gang prevention and intervention providers and technical assistance, for an amendment term from July 1, 2013 to June 30, 2014 and for an amount not to exceed \$204,381.34 from the General Fund, subject to approval of the City Attorney, as to form and legality and compliance with City contracting requirements.
8. **AUTHORIZE** the Mayor, or designee to negotiate and execute a contract amendment with Harder + Company Community Research to provide database maintenance and other services, for the period beginning July 1, 2013 to June 30, 2014 for an amount up to and not to exceed \$198,000 from the General Fund, subject to approval of the City Attorney, as to form and legality and compliance with City contracting requirements.
9. **AUTHORIZE** the Mayor, or designee to negotiate and execute a contract amendment for a no cost extension with Urban Institute for a revised contract end date of June 30, 2014, to provide evaluation services of the GRYD comprehensive strategy, subject to approval of the City Attorney, as to form and legality and compliance with City contracting requirements.
10. **AUTHORIZE** the Mayor, or designee to release a request for proposals for a 12-month term for an amount up to and not to exceed \$200,000 for an organization to implement the Los Angeles Violence Intervention Training Academy. Contract will cover a period of twelve months from the date of execution, with an option to extend for up to two additional twelve month terms, subject to the approval of the City Attorney as to form and legality and compliance with City contracting requirements. GRYD will report back to council once the RFP process is complete.
11. **AUTHORIZE** the Mayor, or designee to retroactively accept funds from the United States Agency for International Development (USAID), in an amount not to exceed \$44,536, in support of technical assistance provided by GRYD staff and the University of Southern California (USC) for the period July 1, 2012 to June 30, 2013.
12. **AUTHORIZE** the Controller to increase the appropriations within the Mayor's Office Fund 100/46 and transfer funds from Revenue Source Code 4512 as follows:

To:

Fund/Dept	Account	Title	Amount
100/46	001010	<del>TOTAL</del> <del>Salaries General</del>	<del>\$44,536.30</del> <del>\$40,154.96</del>
100/46	003040	Contractual Services	\$ 4,381.34



***With respect to Summer Night Lights 2013.***

13. **AUTHORIZE** the Mayor, or designee to negotiate and execute a contract with Los Angeles Conservation Corps, for an amount up to and not to exceed \$288,000 from the General Fund, in support of arts programming for Summer Night Lights 2013, for the period beginning July 1, 2013 to June 30, 2014, subject to City Attorney approval as to form and legality and compliance with City contracting requirements.
14. In order to allow for the expenditure of these funds in the 2013-2014 Fiscal Year, instruct City Clerk to place on the calendar on July 1, 2013 or as soon as possible thereafter the following recommendations for implementation of instructions by the Office of the Controller:
  - a. Authorize the Controller to transfer and appropriate funds in the total amount of \$462,240 from Mayor's Office Fund No. 100, Dept. 46, Acct 003040 (Contractual Services/Gang Reduction Youth Development, FY 2013-14) to be allocated as follows for various SNL programs and purposes:
    - i. Upon presentation of documentation and proper demand from Mayor's Office transfer up to \$462,240 to the Recreation and Parks Department for costs associated with the Summer Night Lights 2013 programming as follows:

From:

Fund/Dept	Account	Title	Amount
100/46	003040	Contractual Services	\$462,240.00

To:

Fund/Dept	Account	Title	Amount
302/88	001010	Salaries General	\$127,835.99
302/88	001070	Salaries As Needed	\$138,104.58
302/88	001090	Salaries Overtime	\$117,859.43
302/88	003160	Maintenance, Materials & Supplies	\$ 25,240.00
302/88	001100	Hiring Hall	\$ 36,600.00
302/88	003040	Contractual Services	\$ 16,600.00
		<b>TOTAL</b>	<b>\$462,240.00</b>

15. **INSTRUCT** the Los Angeles Police Department to provide gang related crime statistics to the Mayor's GRYD Office in areas where expanded gang intervention services were provided between June 26, 2013 and August 10, 2013 and compare this information to the same period and in the same areas when an SNL program was not made available in the area where services will be provided in 2013.
16. **AUTHORIZE** the Mayor, or designee, to prepare Controller's instructions and/or make technical adjustments that may be required to implement the actions approved by the Mayor and Council on this matter, subject to the approval of the City Administrative Officer, and authorize the Controller to implement these instructions.

**FISCAL IMPACT STATEMENT**

**Total amount of funding for the proposed contractors addressed in this report for gang prevention, intervention, Summer Night Lights and others is \$24,776,805.30.**

**Funding information is listed below:**

PROGRAM	FUNDING AMOUNT	FUNDING SOURCE	STATUS
<b>Gang Prevention and Intervention &amp; Other</b>			
	\$ 21,175,569.00	General Fund	FY 2013-14 Adopted Budget
	\$ 752,784.00	Cal GRIP 2013	Pending Council Approval
	\$ 198,676.00	Forfeited Assets Trust Fund	FY 2013-14 Adopted Budget
	\$ 44,536.30	USAID	Pending Council Approval
Sub Total	<b>\$ 22,171,565.30</b>		
<b>Watts Regional Strategy</b>			
	\$ 555,000.00	General Fund	FY 2013-14 Adopted Budget
	\$ 1,300,000.00	HACLA PILOT Funds	C.F. 11-0932
Sub Total	<b>\$ 1,855,000.00</b>		
<b>2013 Summer Nights Lights</b>			
	\$ 462,240	General Fund - Contractual Services, Account 003040	FY 2013-14 Adopted Budget
	\$ 288,000	Department of Cultural Affairs - Arts and Cultural Facilities and Services Fund	FY 2013-14 Adopted Budget
Sub Total	<b>\$ 750,240</b>		
<b>TOTAL</b>	<b>\$ 24,776,805.30</b>		



Honorable Members of the City Council  
June 7, 2013  
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The recommendations in this report comply with City Financial Policies in that the proposed funding is balanced against established revenue approved in previous Council actions and from state and federal grants. All funding is subject to the availability of grant funds and funding determinations by Mayor and Council.

Very truly yours,



ANTONIO R. VILLARAIGOSA  
Mayor

ARV: mml

Attachments:

- 1 - MOU with USAID
- 2 - Gang Prevention Scope of Work (DRAFT)
- 3 - Gang Intervention Scope of Work (DRAFT)
- 4 - Gun Buyback Initiative Information
- 5 - Watts Regional Strategy (WRS) Program Update
- 6 - Los Angeles Conservation Corps Scope of Work (DRAFT)
- 7 - MOU with HACLA for WRS (DRAFT)
- 8 - California State University, Los Angeles Scope of Work (DRAFT)
- 9 - University of Southern California (USC) Scope of Work (DRAFT)
- 10 - Harder + Company Community Research Scope of Work (DRAFT)

## **ATTACHMENT 1**

### **MEMORANDUM OF UNDERSTANDING (MOU) WITH UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)**





ANTONIO R. VILLARAIGOSA  
MAYOR

## MEMORANDUM OF UNDERSTANDING

between

**United States Agency for International Development**

and

**City of Los Angeles**

### **I. Purpose**

The United States Agency for International Development (hereinafter referred to as "USAID") and the City of Los Angeles have a common interest in improving citizen security in Latin America and the Caribbean ("LAC"). USAID seeks to expand and strengthen its relationships with cities around the world that are committed to collaborating on programs that prevent crime and violence in LAC.

The purpose of this Memorandum of Understanding ("MOU") is to establish an alliance (the "Alliance") between USAID and the City of L.A. (each referred to as a "Participant" and collectively as "Participants") to further the goals set forth below, and to outline the understandings and intentions with regard to these shared goals.

The Participants share the following citizen security goals:

- Improve citizen security in the LAC region;
- Reduce risk factors that lead youth into criminal activity; and,
- Provide new opportunities for youth at risk.

The Participants seek to share their respective strengths, experiences, technologies, methodologies, and other available resources in order to achieve these goals.

Pursuant to this MOU, the Participants intend to work together on projects that reflect shared values and to focus on identifying target sub-regions and/or countries. This MOU provides the framework and scope within which specific projects may be jointly developed and implemented as outlined in subsequent Project Memoranda of Agreement or Activity-Level Memoranda of Agreement ("Project MOAs").

The Participants enter into this MOU while wishing to maintain their own separate and unique missions and mandates and their own accountabilities. Unless specifically provided otherwise, the cooperation among the Participants as outlined in this MOU shall not be construed as a partnership or other type of legal entity or personality. Each Participant shall accept full and sole responsibility for any and all expenses it incurs related to this MOU. Nothing in this MOU shall be construed as superseding or interfering in any way with any agreements or contracts entered into among the Participants, either prior to or subsequent to the signing of this MOU. Nothing in this MOU shall be construed as an exclusive working relationship. The Participants specifically acknowledge that this MOU is not an obligation of funds, nor does it constitute a legally binding commitment by any Participant or create any rights in any third Participant.

Either Participant shall have the right to pursue their own interest and may also enter into similar agreement(s) with any other Participants. The Participants also acknowledge that they are not under any legal obligation to enter into a definitive agreement with respect to the Alliance or any other discussions held under this Memorandum.

## **II. Objective**

The USAID and the City of L.A. seek to collaborate on programs that aim to reduce youth crime and violence in LAC. This MOU will formalize the Participants' commitment to share best practices, including technical assistance and training, on crime and violence prevention programming.

## **III. Partner Roles, Responsibilities, and Notices**

### **1. USAID**

#### *USAID Background*

USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. USAID supports international development and advances U.S. foreign policy objectives by supporting economic growth, food security, environmental and global climate change programs, global health, democracy and governance, and humanitarian assistance in Sub-Saharan Africa, Asia and the Near East, Latin America and the Caribbean, and Europe and Eurasia.

To achieve citizen security in LAC, USAID works with developing countries, civil society, the private sector, and other development organizations to support community-based approaches to crime and violence prevention.

#### *USAID Role*

Under the Alliance, USAID intends to:

- Identify USAID Missions where cooperation would be beneficial to both Participants;



- Facilitate and support communication between the City of L.A. and USAID Mission staff;
- Collaborate with the City of L.A. to define project scope and activities that will further the citizen security goals outlined in Section I above;
- Provide technical input, advice, and assistance to project activities; and
- Contribute technical know-how and funding to support Alliance activities.

All notices to USAID shall be sent to the following USAID Point of Contact:

Enrique Roig  
 Coordinator, CARSI  
 USAID  
 1300 Pennsylvania Avenue, NW  
 Phone Number: (202) 712 – 4011  
 Email Address: [eroig@usaid.gov](mailto:eroig@usaid.gov)

## 2. *City of L.A.*

### *City of L.A. Background*

As Mayor of Los Angeles, Antonio Villaraigosa has pursued an agenda of making Los Angeles the safest big city in America, building a 21st century transportation system, achieving fundamental and far-reaching education reform, spurring economic development by eliminating government red tape and streamlining the City bureaucracy, and making Los Angeles a national model of sustainability and green growth.

Under Villaraigosa's leadership, Los Angeles has reached a number of historic milestones. More police officers are on the streets than at any point in City history. Crime has dropped to levels not seen since the 1950s. The Mayor's Office of Gang Reduction and Youth Development (GRYD) has developed the City's first comprehensive anti-gang strategy and has contributed to a dramatic citywide decline in gang violence.

### *City of L.A. Role*

Under the Alliance, the Mayor's Office on Gang Reduction and Youth Development of City of L.A. (hereinafter referred to as "GRYD") intends to:

1. Provide support on best practices and lessons learned to USAID citizen security LAC programs as part of fora and technical working meetings to exchange information on prevention programs;
2. Provide technical support and training to USAID citizen security LAC programs on tools and techniques related to crime and violence prevention programming;

3. Assist in the establishment of a Community of Practice between Los Angeles and USAID citizen security LAC USAID; and,
4. Support City to City Exchanges with corresponding cities in Central America and Mexico to highlight certain programmatic approaches as part of USAID citizen security LAC programs.

All notices to City of L.A. shall be sent to the following City of L.A. Point of Contact:

Guillermo Cespedes  
Deputy Mayor  
Gang Reduction and Youth Development  
200 N. Spring Street  
Room 303  
Los Angeles, CA 90012  
Phone Number: (213) 473-7796  
Email Address: Guillermo.cespedes@lacity.org

Either Participant hereto may, by notice in writing to the other Participant, designate additional representatives or substitute other representatives for those designated in this Memorandum.

#### **IV. Implementation**

The City of L.A. and USAID intend to establish an Alliance managed by the LAC Bureau's CARSI Coordinator and City of L.A.'s Deputy Mayor Guillermo Cespedes. It is expected that the Alliance will undertake following activities:

- 1.1. Quarterly update calls between the Participants to review ongoing and potential projects;
- 1.2. Bilateral meetings between the Participants' relevant technical teams for the areas of collaboration identified above, to be held as soon as reasonably possible and as frequently as necessary for the respective technical teams; and
- 1.3. Efforts to facilitate joint meetings between Senior Management of the Participants to emphasize themes and provide momentum to on-going initiatives.
- 1.4. Where specific projects of mutual interest are contemplated, the Participants may seek to enter into one or more project MOAs, consistent with the terms of this MOU, it being understood that (i) such Project MOAs may describe specific resource commitments of the Participants, and (ii) other entities may be invited to engage in specific initiatives;
- 1.5. The City of L.A. and USAID may consult on matters arising out of this MOU and on other matters of common interest. Any exchange of information between the Participants shall be subject to their respective policies and procedures on the



disclosure of information as may be agreed in writing by the Participants for each individual project or area of collaboration or on a more general basis.

The Participants acknowledge that this MOU is not an obligation of funds. However, the Participants intend to align resources to implement and scale existing and planned programs in the aforementioned focus areas, with a goal of mutual investment and mutual benefit.

## V. Publicity and Communications

Where relevant, branding will be accomplished in accordance with the Participants' respective legal, policy, and procedural requirements.

The Participants intend to respect each other's confidentiality policies, with the mutual understanding that the Participants intend to publicize their Alliance and its objectives without disclosing any confidential or proprietary information of the other Participant. The Participants may make this MOU publicly available in accordance with their policies or procedures regarding the public disclosure of information. Any press release, public commentary, or other disclosure regarding the content of this MOU shall be subject to the prior written consent of the other Participant.

## VI. Effective Date, Duration, Amendments, and Termination

This MOU becomes effective on the date of the last signature of all the Participants and is expected to continue for three (3) years from such effective date. However, the Participants may decide, in writing, to extend this period. In addition, this MOU may be modified or amended if all Participants agree in writing. Either Participant may terminate this MOU at any time but shall endeavor to provide a written notice to the other Participant at least 30 days in advance.

IN WITNESS WHEREOF, the Participants, each acting through their duly authorized representatives, have caused this MOU to be signed in their names and delivered as of October 11, 2012.

**UNITED STATES AGENCY FOR  
INTERNATIONAL DEVELOPMENT**

By: \_\_\_\_\_

(Signature)

Name: Rajiv Shah  
Title: Administrator

Date: \_\_\_\_\_

**City of Los Angeles**

By: \_\_\_\_\_

(Signature)

Name: Antonio Villaraigosa  
Title: Mayor

Date: \_\_\_\_\_

**ATTACHMENT 2**

**GANG PREVENTION SCOPE OF WORK (DRAFT)**



**Gang Reduction and Youth Development (GRYD)**  
**Scope of Work for Prevention Providers**  
**FY 2013-2014**  
**Update May 21, 2013**

Services to be Provided by the Contractor

The Contractor shall provide prevention services to youth between the ages of 10 and 15 and their families ("CLIENTS") present in contracted GRYD Zone or assigned contract area using the GRYD Prevention Model of Practice. Client's presence in GRYD zone may be established using a residence in the GRYD zone, attendance at a school that is considered an in-zone school, or through significant presence in the zone such as in situations in which the youth spends the majority of his/her time in the social network of the GRYD zone. Eligibility determination is only required once. It does not need to be maintained; therefore, if a client that you are serving moves out of the GRYD zone, you may continue to serve them when appropriate. The GRYD Prevention Model of Practice is family-centered and requires parent/caregiver involvement in programming. The contractor will use the Youth Services Eligibility Tool (YSET) to determine whether a referred youth will receive Primary Prevention Services or Secondary Prevention Services. Ineligible youth will receive Primary Prevention Services while eligible youth will receive Secondary Prevention Services. Within the timeframe of this contract, the GRYD Zone Contractor shall maintain a caseload of 175 GRYD clients/families at any given time. 100 clients/families must be serviced by the GRYD prevention model of practice designated below; 25 clients shall be identified as traditional youth and will receive modified services also designated below. 50 youth will receive Primary Prevention Services (described below). Secondary Area Contractors shall maintain a caseload of 60 clients/families, 35 model, 15 traditional, and 10 primary prevention youth. Should a client graduate or become an unsuccessful closed case, an additional client shall be enrolled in the available service slot.

**A. Scope of Services**

The Contractor shall implement services consistent with the seven phases comprised in the GRYD Prevention Model of Practice. The number of phases applies to both model and traditional youth; however, the requirements in each phase vary. Each phase (other than phase 1) represents one month of services provided to youth and their families.

Phase 1: Referral/Collaboration: This phase begins as soon as a referral is received. The Contractor meets with/talks to the referral source to identify youth and



family assets/strengths, define the problem, and identify potential solutions to the problem. The YSET is administered to determine youth's eligibility for services. This information, in turn, is used to build a service plan if the youth is deemed eligible.

**Minimum Requirements for Contractors in Phase 1:**

- Provide detailed program expectations to the referral source.
- Document the problem definition of the referral source.
- Document referral source expectation for follow up.
- Provide youth and his/her family/caretaker detailed program expectations including the need for "getting help from as many family members as possible."
- Document initial preliminary observations of potential family strengths.
- Secure consent from parents/caretaker and youth for YSET evaluation using GRYD Consent Forms.
- Administer the YSET and submit completed YSET to USC for scoring within 5 days after administration. (NOTE: Contractor shall comply with all USC policies and procedures related to submitting YSETs for scoring.)
- Complete the referral form on the Harder database. Complete the basic client form as well if youth proceeds to be administered a YSET.

In Phase 1, Contractor shall determine the client's eligibility for GRYD Prevention Services. Referrals are deemed eligible for services if (1) the youth and family meet the geographic requirements for eligibility as described above, and (2) the youth is determined "eligible" by the YSET. NOTE: When the finding on the YSET report is to "consult", USC will write the following on the feedback report "Consult with GRYD Prevention/Intervention Team Report back within 30 days." This may apply to youth/families that fall between the prevention and intervention range. All "Consult" cases returned from USC to the Contractor must be resolved between prevention and intervention within 30 days.

Contractor shall enroll ineligible youth in their Primary Prevention Service component.. If GRYD services are not adequate to meet the needs of the youth, the contractor will refer the youth to another (appropriate) service provider. Contractor will document all referrals of youth in the basic client information form.

The YSET feedback report that is provided to the contractor will include client's placement into a service group, either model or traditional within secondary prevention services.



## **Implementation of Prevention Services to Model Clients**

Throughout Phases 2- 6, Contractors are expected to apply the vertical strategy of the Model (i.e., multigenerational coaching through the development and discussion of strength-based genograms) and the horizontal strategy of the Model (the use of problem-solving skills). A description of each phase is provided below.

A phase is completed when all required meetings have occurred. (See below for a description of required meetings). Ideally, a phase will take 30 calendar days to complete. Phase 2 begins with the Initial Family Meeting. For subsequent phases, a phase begins with the first required meeting that occurs after the completion of the prior phase.

Minimally, a phase is defined as:

- a) Two face to face family meetings at least one hour in length (15 minutes may be used for charting/data collection)
- b) One Individual meeting at least one hour in length
- c) One strategy team meeting. Each strategy team meeting is to last minimally 30 minutes with ten minutes used for charting. The strategy team meeting should be scheduled so that it is possible to discuss the other meetings that have occurred for that client/family in the phase.

There are three interrelated goals for the strategy team meeting as it relates to each client/family: 1) Identify and document the specific risk factors and associated behaviors that were addressed in the previous individual, family, and group activities, 2) Identify and document the specific risk factors that will be addressed in the upcoming individual, family, and group activities, and 3) Evaluate and document the progress or lack of progress made in modifying the identified behaviors. Contractor shall use the Youth and Family Service plan to guide the meeting.

Each phase must also include:

- Continuous work on the family's strength-based genogram
- Assessment of progress as it relates to identified problem behaviors associated with identified YSET risk factors in each phase
- Development and update of Youth and Family Service Plan with on-going problem behavior definition and solutions



In addition, at minimum, each cycle must include:

- 10 group activities (each at least 45 minutes in duration)
- Leading the youth and family through the development of a strength-based genogram, using the genogram to identify family assets/strengths, and utilizing key positive adults in the youth's life

#### **FOR MODEL YOUTH ONLY:**

**The content of the meetings of each phase should be guided by the following conceptual frameworks:**

Phase 2: Building Agreements: The contractor works with the youth/family to establish agreements regarding the problem behaviors that need to be addressed as well as to identify the youth and family assets/strengths. One Youth and Family Service Plan for both the youth and the family shall be developed and integrated. At this stage, the family and youth select 1-2 behaviors (problems) to address over the next month (as they relate to the YSET risk factors and any other relevant risk factors), and the Strategy Team helps the family identify individual roles and responsibilities to help the youth make changes in his/her behavior. During phase 2 (1st month of services) 1-2 problem solving strategies are implemented during family and individual sessions. During this phase each family is guided through the initial steps of constructing a strength-based genogram (minimally three generations above the youth).

Phase 3: Redefining: In this phase of the work, the family reconvenes with the Contractor to discuss progress, obstacles, and reflections on experiences from the last month. If youth has successfully addressed the 1-2 problems identified in Phase 2, another 1-2 problems are chosen (as they relate to the YSET risk factors and any other relevant risk factors). If Phase 2 problems were not successfully addressed, the contractor, youth, and family discuss new strategies to implement over the next month. (Further details regarding problem definition will be provided.) Family and youth continue to work on their strength-based genogram. Individual sessions and group activities are held to reinforce these activities.

Phase 4: Celebrating Changes: At this point in the process, the Contractor affirms the family's efforts to reduce specific behaviors in the previous phases in order to strengthen the family's motivation for change. The method for celebration should be culturally consistent with the family's values and orientation. (This celebration does not include agency personnel.) Family and youth continue to work on their strength-based genogram.



Phase 5: Mainstreaming: In mainstreaming, the Contractor works with the youth and family to identify social supports in the community to facilitate progress in the family's natural environment. Skills utilized within the program environment are "tested" in the natural environment. Family and youth continue to work on their strength-based genogram.

Phase 6: Next Level Agreements: The youth and family build on their success during this phase by working together by continuing to identify 1-2 additional problem behaviors and applying problem-solving strategies. The Contractor helps guide youth and family to take on more difficult problems that are related to the YSET risk factors. Family and youth complete their strength-based genogram. During cycle one the requirements that constitute a completed genogram are: a) names and demographic data for three generations of the family, b) relationship symbols that identify the positive relationships within the multigenerational family scheme, c) identification of relationships that the family has agreed to strengthen in the future.

Phase 7: Reassessment: The youth and family are reassessed in Phase 7. The YSET-R is administered, and the Contractor assesses the progress of the youth/family. If sufficient progress has been made, the youth and family are ready to "graduate" from the program. Graduation involves public recognition of the youth and family's accomplishments. If sufficient progress is not achieved, the youth/family may complete a second 6 month cycle of services.

**Minimum Requirements for Contractors in Phase 7:**

- Administer the YSET-R during the first week of the month. If a client has taken longer than 30 days per phase than the client will be due for a 6 month Yset-R prior to phase 7; however, use the results from the YSET-R feedback report for reassessment once the client reaches phase 7.
- Collect data for the reassessment data collection form at the first meeting of the phase.
- Administer the surveys to the team ( strategy team member surveys at STM, client survey at individual client meeting and family survey at family meeting)
- Assess "sufficient progress" and readiness for graduation from program at the end of the month.

Sufficient progress represents an overall assessment of the youth and family's progress in the program. A reassessment form must be completed during this phase that accounts for progress in the following areas:



1. Number of YSET risk factors that have seen a decreased level of concern
2. Youth's exhibition of gang related behavior
3. Behavioral performance at school
4. Progress in phases as it relates to identified problem behaviors
5. Growth in assets/strengths
6. Growth in number of positive relationships identified on the genogram (Model clients only)
7. Progress ratings from Strategy team, client, and family

Each of these items will be scored on the reassessment worksheet. If the total score exceeds the sufficient progress threshold, the Client is ready for graduation. In the event, a youth and family is not ready to graduate from the program after six months of services, he/she may continue services for one more cycle of services. If, at the end of the 2 rotations through the phases (i.e., one year of services), the Client is not ready for graduation, the Contractor shall make a request to the GRYD Office that services be extended. The request will be reviewed by the GRYD Prevention Service Provider Review Committee that is comprised of providers. This Team will determine whether (1) the youth should continue for an additional cycle or (2) should be referred to different services that better meet the needs of the youth/family.

#### Structure of Strategy Team, Required Tasks, and Meetings:

Each agency shall be required to have at least two strategy teams. Secondary Areas are required to have at least one team. Each strategy team must have three members. There is no minimum level of qualification for each of the three team members, except that each member must have the capacity to implement the individual, family, or group activity component. The individual work load of each strategy team member shall be comprised of individual, family, and group activities. All strategy team members must provide a required meeting for all the youth/family on their team. Each team should be supervised by the staff person in the agency in charge of ensuring GRYD model fidelity; it is at the discretion of the contractor to assign that person based upon skill sets, experience, and qualifications. These team members will be responsible for all aspects of implementing the GRYD prevention model.

The function of the strategy team is designed to maintain the focus of the Youth and Family Service Plan as it relates to specific behaviors associated with risk factors for gang joining. In addition, it will allow each strategy team member to become familiar with the strengths, risk factors, problem behaviors, and specific service strategies for all the families on their caseload (Each strategy team will be assigned 50 cases).



**Table 1: Definition of Meetings Required During the Implementation of the GRYD Prevention Model of Practice – Model Clients ONLY**

Type of Meeting	Who is Included in the Meeting	Purpose of the Meeting	Length of the Meeting(s)
Strategy Team Meetings (1 Time/Phase)	Team meetings include the staff that has face to face contact with youth and/or family in the family, individual, and group activity domains/meetings.	<ul style="list-style-type: none"> <li>• Develop, implement, and track strategies and techniques used in each family, group activity, and individual sessions.</li> <li>• Assure that family, individual, and group activity sessions focus on the same 1-2 behaviors that have been identified jointly by the strategy team for that month.</li> <li>• Assure that when the strategy shifts and new behaviors are identified, that the same shift is implemented in family, individual, and group activity sessions.</li> <li>• Serve as a supportive environment in which team members can hold each other accountable on focusing on the same 1-2 behaviors in family, individual, and group activity sessions.</li> <li>• Provide maneuverability and flexibility to each strategy team member to be able to hold youth and families accountable to agreed upon tasks in each phase of the model.</li> </ul>	Strategy Team meetings shall be minimally thirty minutes in length, once per month, per each youth/family. This includes 10 minutes for charting and data collection.

Type of Meeting	Who is Included in the Meeting	Purpose of the Meeting	Length of the Meeting
Family Meetings (2 Times/ Phase)	Family member(s)/caretaker(s), youth, at least one Strategy Team member.	<ul style="list-style-type: none"> <li>• Begin/continue work on the youth/family genogram,</li> <li>• Build agreement to implement a proposed family problem solving strategy to the identified 1-2 behaviors.</li> <li>• Follow up and support completion of genogram homework, as well as family problem solving strategy homework.</li> <li>• Follow up and affirm youth's individual efforts to reduce identified behaviors.</li> <li>• Identify and support strategies that support and reinforce the role of the parents/caretakers as effective decision-makers on behalf of the family.</li> </ul> <p>Cycle 2</p> <ul style="list-style-type: none"> <li>• All of the above</li> <li>• In addition, utilize the genogram to focus on making more contacts with the individuals identified as positive connections.</li> </ul>	Family sessions 45 minutes + 15 minutes for charting, debrief, and data collection
Group Activities (10 times per Cycle)	Youth – Minimally one member from the strategy team that is responsible for the Youth and Family Service Plan should be represented in the activity. Representative will chart	Youth is linked to extracurricular activity that he/she enjoys with other youth of a similar age (e.g., art, sports, dance, music, etc.). This activity may be within the agency or linked to an outside agency or school based activity. However, it must be intentionally used as a vehicle for observing and redirecting the identified behaviors in the Youth and	Group Activities - 45 minutes. This does not include time for charting and data collection



	behaviors and “coaching strategies.”	Family Service Plan. Activity facilitator/observer must be able to reinforce problem-solving skills during the youth’s participation in the activity. In order to represent one of the contractually required meetings, a strategy team member of that youth must be present at the activity and document progress with identified behaviors or provide potential solutions to problem behaviors when they arise.	
Individual Youth Meetings (1 Time/ Phase)	Youth and Strategy Team member leading the individual sessions.	<ul style="list-style-type: none"> <li>Support the implementation of problem solving strategies in a supportive individual context with the youth.</li> </ul>	Individual sessions are 60 minutes. This includes 15 minutes for charting and data collection.

### **Implementation of Prevention Services to Traditional Clients**

#### **Throughout Phases 2- 6:**

Each phase should be one month in duration. A phase shall begin with the first meeting of that phase, not the last meeting of the previous phase. If thirty days is not sufficient to complete the mandatory number of meetings in a phase, three phases may take up to 40 days and one phase may take up to 60 days. However, the YSET-R shall still be required 6 months from the beginning of phase 2 (the initial family meeting). Contractors have up to 30 additional days to complete the YSET-R if necessary.

Minimally, a phase is defined as:

- One face to face family meeting at least one hour in length (15 minutes may be used for charting/data collection)
- Two individual meetings at least one hour in length

Each phase must also include:

- Assessment of progress as it relates to identified problem behaviors and identified YSET risk factors in each phase
- Development and update of Youth and Family Service Plan with on-going problem behavior definition and solutions

In addition, at minimum, each cycle must include:

- 10 youth development activities



**Table 1: Definition of Meetings Required During the Implementation of the GRYD Prevention Model of Practice – Traditional Clients ONLY**

Type of Meeting	Who is Included in the Meeting	Purpose of the Meeting	Length of the Meeting
Family Meetings (1 Time/ Phase)	Family member(s)/caretaker(s), youth, and minimally one agency staff person	<ul style="list-style-type: none"> <li>• Build agreement to implement a proposed family problem solving strategy to the identified 1-2 behaviors.</li> <li>• Follow up and affirm youth's individual efforts to reduce identified behaviors.</li> <li>• Identify and support strategies that support and reinforce the role of the parents/caretakers as effective decision-makers on behalf of the family.</li> </ul> <p>Cycle 2</p> <ul style="list-style-type: none"> <li>• All of the above</li> </ul>	Family sessions 45 minutes + 15 minutes for charting, debrief, and data collection
Individual Youth Meetings (2 Times/ Phase)	Youth and assigned case manager	<ul style="list-style-type: none"> <li>• Support the implementation of problem solving strategies in a supportive individual context with the youth.</li> </ul>	Individual sessions are 60 minutes. This includes 15 minutes for charting and data collection.

Type of Meeting	Who is Included in the Meeting	Purpose of the Meeting	Length of the Meeting
Youth Development Activities (10 Times per Cycle)	Youth is linked to extracurricular activity that he/she enjoys (e.g., art, sports, dance, music, etc.). This activity may be within the agency or linked to an outside agency or school based activity.	Link the youth to activities that he or she enjoys.	Youth Development Activities are 45 minutes. This does not include time for charting and data collection.



Additionally, the Contractor is responsible for the following tasks across all phases of the GRYD prevention model:

1. Receiving the YSET results and connecting the results as well as other information collected from the family to the Youth and Family Service Plan that focuses on problem definition and problem solutions
2. Identifying and including relevant parties to the youth's life in planning and oversight
3. Connecting with community leaders and organizations to identify resources for youth
4. When appropriate, coordinating with existing City and County Health and Human Services Agencies, the Los Angeles County Department of Children and Family Services, the Los Angeles County Probation Department, and any other relevant services agencies in the Client's lives.

When Youth and Family Service Plans are developed for youth, services specific to the problem areas should be identified. Contractors shall link services to address specific behaviors related to the YSET risk factors.

## **B. Performance Accountability**

Contractors shall be responsible for collecting and submitting data related to the identified performance measures to assess the effectiveness of services and how well the Model was implemented. (Detailed forms and instructions will be provided in the GRYD Prevention Policies and Procedures Handbook.)

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

## **C. Evaluation and Data Collection**

Contractor shall designate at least one staff person to manage and oversee the administration of the initial YSET, YSET-R, and communication with USC and external GRYD evaluator. This person's name and contact information must be provided to GRYD regional manager. Contractor must also identify one staff person who will oversee (not necessarily input) on-going data entry into GRYD provided databases and the completion of the tri-annual progress report.

The Contractor shall be responsible for collecting and maintaining the following types of data:



## YSET Retesting

For youth who participate in services, the Contractor will administer the YSET-R at six months after their enrollment in prevention services, and one year after their enrollment in prevention services. For ineligible youth and eligible youth who did not participate, the YSET-R will be administered at six months after the completion of the initial YSET, and one year after the completion of the initial YSET. The Contractor shall attend all trainings related to the YSET and adhere to all the policies and procedures developed for the administration of the YSET by the GRYD Office and external evaluator. Additionally, random audits will be conducted to determine if Contractor is administering YSET tests to all youth in the Reassessment Phase and to the extent possible, ineligible youth who have reached 6 months past their initial YSET test. GRYD reserves the right to penalize Contractors who are not adhering to the YSET protocol as established in contract section seven (VII).

Additionally, Contractor will produce a report to the GRYD office 3 times per year, summarizing their experiences.

Each report will cover four months of service delivery and will be primarily driven by data gathered from the GRYD database. GRYD will select 2 clients from the database and these clients will be used to complete the tri-annual report for that period. GRYD will provide a report template for submission of this report. A reporting timeline as well as further directions can be found in the GRYD Prevention Policies and Procedures Handbook.

In addition to data collection responsibilities, the Contractor shall participate in surveys administered to GRYD contractors by the external GRYD evaluator and help facilitate the administration of surveys, interviews, and/or focus groups with youth and parents by the external GRYD evaluator.

For Model Clients only - Contractors shall also retain a copy of the Client's genogram for each phase. 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.

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

Prevention Services: All data collection forms must be printed from the Harder database. All other forms reference in Contract Section 202 must be maintained in a client file by the Contractor. Additionally, copies of the family's strength-based genogram (model clients only) at each phase of the Model shall be maintained in the youth's file and given to the family by the Contractor.

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

## **E. Training**

Contractor shall ensure that relevant staff participates in on-going training related to the GRYD Prevention Model of Practice. Additionally, the Contractor shall participate in Prevention Learning Networks (PLNs), hosted every other month, to discuss experiences with implementing the Model of Practice. GRYD recommends strategic deployment of staff to trainings and PLNs in order to be cognizant of the time demands on the staff necessitated by the model. For example, all three members of a strategy team need not attend a PLN.

The PLNs are intended to provide a feedback loop to the development and monitoring of prevention services. Contractors may use funds to provide supplemental training related to skill sets needed for implementation of the GRYD Prevention Model of Practice.

## **F. Community Education Campaign**

GRYD Prevention Agencies will provide Community Education Campaign (CEC) presentations at three (3) schools that are located in their GRYD Zone or at schools that service students who live in the GRYD Zone. Secondary Area GRYD Prevention Agencies will provide one (1) CEC presentation at a school located in their secondary area or at a school that services students who live in the secondary area.

GRYD Prevention Agencies will work with their assigned GRYD Regional Manager to schedule CEC presentations. Ideally GRYD Prevention Agencies and GRYD Regional Managers will co-facilitate CEC presentations; however, if the Regional Manager is not available the GRYD Prevention Agency can move forward in providing presentations.

In order for a presentation to be counted towards one of the contractually required CEC presentations the GRYD Prevention Agency must fulfill the requirements outlined below for each presentation:

- GRYD Prevention Agency must notify their assigned Regional Manager of the scheduled CEC presentation.
- GRYD Prevention Agency must provide presentations at schools that are located in the GRYD Zone or at schools that service students who live in the GRYD Zone. For Secondary areas, agencies must provide a presentation at a school located in the secondary area or at a school that services students who live in the secondary area.
- GRYD Prevention Agency must use the power point presentation (focusing on risk factors associated with gang joining) provided by the GRYD Office.
- GRYD Prevention Agency must return to the GRYD office, a complete sign-in sheet for each presentation made (using the template provided).



- GRYD Prevention Agency must return to the GRYD office a complete *GRYD Community Education Campaign: Presentation Tracker* sheet for each presentation made (using the template provided).
- GRYD Prevention Agency must administer CEC surveys to presentation attendees immediately after each CEC presentation.

Prevention Agency must adhere to the survey directions outlined in the *Questionnaire Administration* and return all completed questionnaires to the GRYD office for each presentation made.

### **G. Parent Thank You Session**

Contractors shall coordinate one parent thank you session where a round table discussion can take place with a minimum of 15 parents whose children are currently enrolled in GRYD secondary prevention services. Contractors are free to piggy back on already existing parent events/meetings but time and space must be set aside during said event where a dialogue can take place, exclusively with parents.

### **H. Summer Night Lights Program**

Contractors must coordinate/implement SNL supportive efforts as well as both Primary Prevention Activities and Secondary Prevention Activities during Summer Night Lights 2013.

**Summer Night Lights Supportive Efforts-** Summer Night Lights Supportive efforts help publicize the program, connect each agency to the coordination and planning at each SNL site, and help connect youth and families in the GRYD zone to job opportunities through Summer Night Lights. These activities include but are not limited to the following:

- Promote Summer Night Lights program, distribute program flyers to all GRYD clients and encourage/support attendance at SNL.
- Distribute job descriptions for all available positions, specifically the Youth Squad position.
- Participate in the interview process for Youth Squad members (minimum of 1 session)
- Participation in the SNL Work Group of designated/local park (1 per SNL site)

**Primary Prevention Activities-** Primary Prevention Activities create an agency presence at the park and in the community, engage youth and families in Summer Night Lights efforts and connect them to resources outside of GRYD and beyond the summer months. These activities include but are not limited to the following:

- arts and crafts, face painting, sponsoring food related activities (i.e.: popcorn night, nacho night), lead/participate in literacy corner, lead/participate in



workshop series providing information on risk factors for gang joining,  
lead/coordinate community resource fair at SNL.

**Secondary Prevention Activities-** Secondary Prevention activities directly engage and connect youth and families to GRYD secondary prevention services. These activities consist of the following:

- YSET 25 youth ages 10-15 from June 26th through August 9<sup>th</sup> (GRYD zone agencies must YSET 25 youth while Secondary Area agencies and agencies not near an SNL site must YSET \_\_\_ youth ages 10-15 during the same time frame in lieu of SNL participation).

Note: If an agency works in a GRYD zone where there are multiple SNL sites the agency can divide their SNL Supportive Efforts and Primary Prevention Activities between each site. Secondary Prevention Activities apply to the GRYD zone overall not for each SNL site.

Note: Agencies may receive approval for a proposed SNL Effort and/or Primary Prevention Activity from their assigned Regional Manager or the GRYD staff responsible for said SNL site.

**ATTACHMENT 3**

**GANG INTERVENTION SCOPE OF WORK (DRAFT)**



**Attachment 1**  
**Gang Reduction and Youth Development (GRYD)**  
**Scope of Work for Intervention Providers**  
**FY 2013-2014**

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

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

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

**I. Scope of Services**



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

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



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

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

### **NOTICE OF DISCLAIMER**

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

### **B. Deployment Plans**

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



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

### IDENTIFICATION OF NEIGHBORHOODS/GANGS/CREWS

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

### NEIGHBORHOODS/GANGS/CREWS

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

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

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

The Contractor will recruit and assign intervention staff that reflects the geographical gang dynamics in the GRYD Zone or Secondary Area. GRYD staff in consultation with LAPD and the Contractor will identify the most active gangs in the areas that require intervention services. Contractor will have CIWs assigned to work with these gangs and neighborhoods for Violence Interruption and Pro-active Peace-keeping Activities at all times. Contractor will take this list of neighborhoods/gangs/crews and develop their deployment plan accordingly. **The deployment plan for GRYD review is due (insert date), 2013.** This list will have at minimum six neighborhoods/gangs/crews that the CIWs will work with on an on-going basis.

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

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

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

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

#### CIW Schedule- Violence Interruption Crisis Response Protocol

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

#### Protocol for Incident Response also known as VICR

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



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

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

Proactive Peace-Keeping Activities

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

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

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

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

#	Outreach Locations	Staff Assigned	Days/Hours
1			
2			
3			

#### Peace Mediation/Maintenance of Current Peace Treaties

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

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

#### Community Events

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

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



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

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

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

#### B. LAVITA

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

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

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

#### C. Case Management

Contractor shall provide case management services to a minimum of 50 gang members (25 for Secondary Area contracts), gang-involved or gang associated youth and young adults between the ages of 14 and 25 ("Client" or "Clients") throughout the contract period. Case management services will include the family centered GRYD strategy of constructing the client's three generation, strength based genograms. Enrollment is expected to be fluid, and the 50 (25 for Secondary Area contracts) Clients enrolled at the end of the contract may not be the same as the 50 (25 for Secondary Area contracts) Clients originally enrolled. Additionally, the Contractor shall serve individuals recently released from incarceration (minimum of 10% of Clients) and provide case management services.



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

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

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

### The Intervention Case Management Process

#### *Phase I: Referral and Assessment*

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



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

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

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

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

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

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

#### *Phase 2: Building Agreements (Month 1 of Services)*

Following the Client's assessment, the Intervention Case Management Team (Team) shall meet with the Client and his/her family to develop a service plan (i.e., appropriate referrals for services) and begin working on the Client's genogram. The Team shall be comprised of a case manager and a CIW.

Beginning this month and for a total of six consecutive months, the following meetings shall be required on a monthly basis:

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

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

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

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

*Phase 7: Reassessment (Month 6 of Services)*

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

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



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

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

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

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

### *Phase 8 Follow-Up*

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

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

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

### Staffing Levels and Minimum Qualification Requirements

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

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



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

#### D. Gun Buyback Program

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

#### E. SNL Program

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

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

#### F. Performance Accountability

Contractors shall be responsible for collecting and submitting data related to the identified performance measures to assess the effectiveness of services and how well the Model was implemented. (Detailed forms and instructions will be provided in the GRYD Intervention Handbook.)

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

#### G. Evaluation and Data Collection

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

##### Crisis Response

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

##### Family Case Management

1. Contractor must log all referrals and related information.
2. Contractor must log status information for all referrals who receive a follow-up.
3. Contractor must collect baseline measures for all referrals who agree to receive services (i.e., clients) using both Initial Meeting Form and by administering the USC Social Embeddedness Survey. Contractor must complete the Client Service Plan and keep it maintained throughout the time the Client receives services.
4. Contractor must log all activities scheduled and implemented for Clients
5. Contractor must reassess Clients after 6 months of services by re-administering the baseline measures
6. Contractor must administer baseline measures 1 year after enrollment whether the client is still receiving services or not.



### Tri-Annual Reports

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

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

#### H. Maintenance of Records and Monitoring

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

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

#### I. Training

Contractor shall ensure that all staff, including subcontractor staff participate in on-going training related to the GRYD Intervention Model of Practice. Additionally, the Contractor shall participate in monthly Peer Learning Networks (PLNs) to discuss experiences with implementing the GVI and case management process. The PLNs are intended to provide a feedback loop to the development and monitoring of intervention services. Contractors may use funds to provide supplemental training related to skill sets needed for implementation of the GRYD Intervention Case Management Process. Contractors shall attend any additional meetings coordinated by the GRYD Office.

**ATTACHMENT 4**

**GUN BUYBACK INITIATIVE INFORMATION**



Mayor Antonio R. Villaraigosa  
Gang Reduction & Youth Development (GRYD)  
Gun Buyback Funding Overview 2009 - 2013

Program Year	Funding Sources	Amount Funded	# Sites	Guns Collected
2009	Mercury Insurance (C/O George Joseph)	\$20,000.00	19	1,696
2009	Ralph's	\$50,000.00		
2009	GRP grant	\$10,000.00		
2009	Wendy Gruel – CD 2	\$4,500.00		
2009	Jack Weiss – CD 5	\$1,000.00		
2009	ABLA	\$44,500.00		
May 2009	GBB Total Funding	\$130,000.00		

Program Year	Funding Sources	Amount Funded	# Sites	Guns Collected
2010	Ralph's	\$50,000.00	5	2,511
2010	Mercury Insurance	\$10,000.00		
2010	George Joseph	\$10,000.00		
2010	ABLA	\$130,000.00		
May 2010	GBB Total Funding	\$200,000.00		

Program Year	Funding Sources	Amount Funded	# Sites	Guns Collected
2011	Ralph's	\$50,000.00	6	2,062
2011	Grant # 2007-JV-FX-0329 Fund 50N Appropriation E907	\$26,196.25		
2011	ABLA	\$123,927.00		
May 2011	GBB Total Funding	\$200,123.25		

Program Year	Funding Sources	Amount Funded	# Sites	Guns Collected
May 2012	ABLA	\$149,165.00	6	1,673
May 2012	Ralphs Corporation	\$50,000	2	2,037
May 2012	GBB Total Funding	\$199,165.00		
Dec 2012	GRYD Foundation	\$47,000.00		
Dec 2012	California Wellness Foundation	\$50,000.00		
Dec 2012	Wunderkinder Foundation	\$5,000.00		
Dec 2012	Katzenberg Foundation	\$5,000.00		
Dec 2012	BRA Foundation	\$5,000.00		
Dec 2012	GBB Total Funding	\$112,000.00		

Program Year	Funding Sources	Amount Funded	# Sites	Guns Collected
2013	General Fund - GRYD	\$250,000.00	4	1,172

**\*Total Firearms Collected since inception of Gun Buyback = 11,151**

**ATTACHMENT 5**

**WATTS REGIONAL STRATEGY PROGRAM UPDATE**



## **STATUS REPORT ON WATTS REGIONAL STRATEGY**

The purpose of this report is to provide a status of program activities for the Watts Regional Strategy in the Mayor's Office of Gang Reduction and Youth Development (GRYD) for the period November 1, 2011 to October 31, 2012.

In FY 11-12, members of City Council, with approval from the Mayor accepted funds in the amount of \$1,300,000 from the Housing Authority of the City of Los Angeles (HACLA) to be utilized for the purpose of developing a Regional Comprehensive Violence Reduction Strategy for the four public housing developments (Jordan Downs, Imperial Courts, Nickerson Gardens, and Gonzague Village) situated in the community of Watts (C.F. 11-1879). Services included, but were not limited to: gang intervention services, safe passages services around schools, professional training, evaluation, a client centered case management component concentrating on gang involved youth and their families, a family project component to assist community residents with one-on-one or group workshops to foster positive connections with the use of genograms (family trees), community awareness education to teach non-violent alternatives to problem solving, and to support existing grass roots efforts at peace-keeping and community building including the GRYD Community Education Campaign<sup>1</sup> (CEC) and the peace ambassador program. All gang violence reduction programs/services were rendered in the four public housing developments including Jordan Downs, Imperial Courts, Nickerson Gardens, and Gonzague Village and the surrounding areas impacted by gang violence.

### **II. WATTS REGIONAL STRATEGY**

- A. Community Intervention Workers and Crisis Response
- B. Case Management
- C. Safe Passages
- D. Family Project
- E. Peace Ambassadors (Peace Keeping Activities/Events)
- F. Professional Development/Training
- G. Los Angeles Intervention Training Academy (LAVITA)
- H. Gun Buyback
- I. Summer Night Lights 2012
- J. Collaborations/Partnerships

### **III. PROGRAM OUTCOMES**

- A. Component Successes/Accomplishments
- B. Future Plans for Watts Regional Strategy

### **I. WATTS REGIONAL STRATEGY**

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<sup>1</sup> CEC-is a forum presented to community members and school professional/staff to increase knowledge and awareness of risk factors for gang joining. The forums are also utilized to engage attendees to refer youth who they believe are at high-risk for gang-joining to their local GRYD Gang Prevention provider.



As a part of its comprehensive strategy, the GRYD office continues to operate gang intervention and prevention programs in twelve (12) GRYD Zones and (4) secondary areas throughout the City. The Watts/Southeast GRYD Zone is one of the twelve designated zones. Upon receipt of the additional funding, the Watts GRYD zone was expanded to incorporate additional areas of Watts that were not included in the original geographic area. This expansion encompassed areas adjacent to the original GRYD zone (Nickerson Gardens) and included the three additional housing developments (Jordan Downs, Imperial Courts and Gonzaque Village) and the surrounding areas.

Under the direction of City Council, GRYD was given the responsibility of fiscal oversight of the Watts Regional Strategy and its contractors. In order to ensure that GRYD program activities were carried out, the position of Director of the Watts Regional Strategy was identified. By January 2012, three additional staff members were hired (2-FTE within the Mayor's GRYD Office; 1-FTE within the Los Angeles Conservation Corps) to assist with the development and implementation of the Watts Regional Strategy.

In early January 2012, GRYD executed a contract with Los Angeles Conservation Corps (LACC) to begin hiring staff for the core components of the Watts Regional Strategy. GRYD was tasked with overseeing the hiring of staff in the following components: Crisis Intervention, Case Management, Safe Passages, Family Project, and Peace Ambassadors Program. These core components work successfully to link community residents, parent, youth and families at all four housing developments and the surrounding community with designated services, provide assistance with gang related issues and referrals to community partners, implement positive proactive peace keeping activities, and respond/assist with crisis response calls in partnership with LAPD and the community.

In the spring of 2011, the GRYD office began to restructure the intervention component to include what is now termed as the Model of Practice. The GRYD Intervention Model of Practice (IMOP), as a whole is a multi-systemic relational approach that focuses on the individual gang member, the peer group or gang, the multi-generational family of which the gang member is a part of and the neighborhood or broader community in which the individual gang member and the gang claims. The IMOP as it is currently implemented is aligned with more evidence based research which aids in a more systematic approach to improving public safety and reducing gang violence.

#### **A. Community Intervention Workers and Crisis Response**

Community Intervention Workers (CIWs) provide a wide range of services that include crisis intervention, rumor control, proactive peace-keeping, counseling, and wrap-around services (i.e. victim assistance, job referral, referrals to educational support, anger management, life skills training, and tattoo removal) designed to help youth and young adult, ages 14 - 25 exit the gang life. The GRYD Office initially made the decision to hire a minimum of twelve (12) full-time equivalent (FTE) Community Intervention Workers (CIWs) within the Watts Regional Strategy. CIWs must have the ability to collaborate professionally with law enforcement and with other professionals such as social workers, therapists, and other community based organizations. CIWs work hand-in-hand with LAPD (and other law enforcement agencies) and the community to reduce gang related violence, respond to gang related incidents, decrease the potential for retaliation, improve relationships between community and law enforcement and assist the community in safe passage and other community related safety programs.

As of the end of December 2012, a total of eighteen (18) CIWs have been hired from the various communities of Watts including the four housing developments (Imperial, Jordan, Gonzaque and Nickerson) and the surrounding areas ("One Ways" and Southeast area).



The WRS CIW component has engaged in work in the community to support the activities of incident gang crime. The Watts Regional Strategy CIWs have worked alongside of Law Enforcement to strategically reduce the levels of crime in the region. From the time period of January 1, 2012 to April 30, 2013, the CIWs in conjunction with the Mayor's GRYD staff have responded to a total of 79 gang-related incidents in the community.

Area	Inside GRYD	Outside GRYD	Non Gang Related/Unknown	Total of All Incidents
Watts/Southeast/WRS	39	25	15	79

Compiled from: GRYD statistical report prior to July 1, 2012 and Harder GRYD Intervention Data Base Jul 1- April 30, 2013.

Through the combined efforts of LAPD, Community and GRYD, the incidents of crime for the area of Southeast in which Watts Regional Strategy is comprised, have seen a consistent reduction in crime. According to statistical information obtained from the Los Angeles Police Department (LAPD) – Southeast Division (for the time period of January 1, 2011 – December 31, 2011 in comparison to January 1, 2012 - December 2012, there has been a reduction in Gang Related Part 1 crime of 22.2% (2011: 194 crimes, 2012: 151 crimes). Homicides have decreased during the same time period by 38.1% and violent crimes by 27.1%.

### ***SOUTHEAST Area Crime Comparison***

#### ***Reporting Districts (RD's) East of Central – WATTS***

***RD's 1826, 1827, 1829, 1835, 1836, 1837, 1838, 1839, 1846, 1849***

*(area's geographically broken up for LAPD monitoring)*

***2011 YTD (01/01/2011 - 12/31/2011) vs. 2012 YTD (01/01/2012 - 12/31/2012)***

Classification	Part 1 Crime Comparison	Property Crimes	Violent Crimes	Aggravated Assault (Aggs)	Homicide	Gang Related Part 1 Crime	Gang Related Aggs & Homicide
<b>2011</b>	<b>1,493</b>	<b>863</b>	<b>643</b>	<b>245</b>	<b>21</b>	<b>194</b>	<b>116</b>
<b>2012</b>	<b>1,368</b>	<b>899</b>	<b>469</b>	<b>193</b>	<b>13</b>	<b>151</b>	<b>89</b>
<b>% of Decrease</b>	<b>8.4%</b>	<b>.4%</b>	<b>27.1%</b>	<b>21.2%</b>	<b>38.1%</b>	<b>22.2%</b>	<b>23.3%</b>

Crisis response by CIWs is provided 24-hours a day, 7 days a week and may include information gathering, mediating specific gang related confrontations, resolving and diffusing rumors, follow-up with the victim's and perpetrator's family, and actively promoting peace-building activities and events. CIWs have utilized their working knowledge of the designated geographic coverage area and outside areas (locations that may have the potential to adversely impact activities within the coverage area), to respond to gang-related shootings, aggravated assaults, homicides, and other violent incidents called upon by GRYD staff, LAPD (via RACR<sup>2</sup> notifications).

Additionally, CIWs have participated in proactive peacekeeping activities such as school safe passage, impact sessions, developing and sponsoring youth recreational sports leagues, tutorial sessions, female support groups, summer enrichment activities, and youth mentoring, and referrals/linkages for clients and family members. As of February 28, 2013 a total of 2,539 activities (1,690 of which were proactive peacekeeping activities) have taken place in the Watts public housing developments and surrounding areas (as per Harder Tri-annual Incident Response Report for FY 2012-2013 Period 2).

<sup>2</sup> RACR – LAPD's Real-Time Analysis and Critical Response; it is used as a standard operating model for providing notifications on significant, impactful events that effect communities in response to an emergency operations component and investigative support for field units.



CIW Proactive Activities by Agency, Type and Average # of Hours Spent January 1, 2012-February 28, 2013	Total # of Activities	Total # of Proactive Peace-keeping Activities	INCIDENT RELATED			STREET OUTREACH/ MONITORING			CLIENT CONTACT		
			(Attend Vigil/Funeral, Initial Incident, Incident Follow-up, Victim's Assistance)			(Street Outreach, Monitored Hot Spot)			(Client Contact)		
			#	%	Average # of Hours	#	%	Average # of Hours	#	%	Average # of Hours
Watts Regional Team	2539	1690	31	1.3%	2.9	1032	44.6%	3.4	14	.6%	2.5

CIW Proactive Activities by Agency, Type and Average # of Hours Spent January 1, 2012-February 28, 2013	Total # of Activities	Total # of Proactive Peace-keeping Activities	SCHOOL RELATED			CBO/LAPD			COMMUNITY EVENTS		
			(Safe Passages, Contact with School)			(Contact with CBO, Contact with LAPD)			(Community Meeting, Event/Activity, Workshop)		
			#	%	Average # of Hours	#	%	Average # of Hours	#	%	Average # of Hours
Watts Regional Team	2539	1690	902	39.0%	3.6	52	2.2%	2.6	281	12.2%	3.7

The Proactive Peacekeeping activities have included working with clients and community at vigils, funerals, providing recreational and sports activities, attending community meetings that center on maintaining peace, monitoring locations in community, safe passage, school impact sessions/mentoring, mediating youth tension in community, monitoring local community events, etc. Each CIW was assigned a log in number where they could input all of the activities that they are participating in for the Watts Regional Strategy. The above report highlights the total activities that staff has participated in during the reporting period of January 1, 2012 – February 28, 2013.

CIWs in partnership with the assigned case managers have provided support services (e.g. youth/young adult counseling, employment, and housing relocation) to clients, victim(s), families and friends to assist with reducing gang violence, improving community collaborations to support successful reintegration; engaging active family members, gang leaders, and ex-offenders to achieve a non-violent community life; and to facilitate targeted street outreach to contact individuals who are actively involved in gang activities.

## **B. Case Management**

The GRYD office has established that GRYD contracted intervention agencies shall provide family case management services to clients, identified as either active gang members, gang involved or gang associated youth and young adults between the ages of 14 and 25. Given the unique situation in Watts, the Watts Regional Strategy has assumed this responsibility formerly held by Kush Reaching Out, Inc. (Kush). In an effort to maintain services with minimal interruptions to the clients and their families, former Kush employees have been transitioned to the Watts Regional Strategy team including (1) case manager.

The ultimate objective of family based case management within this context is to assist clients in exiting the gang lifestyle and identifying alternative life roadmaps as well as to refer/ link them to services based upon their unique needs and situation. As a part of the scope of work, the case management and the crisis intervention component work together in a two-prong approach. To



further this end, strength-based genograms are utilized to help clients see themselves within the context of a multi-generational family and to help move them toward establishing a stronger individual identity that serves to counteract the negative influences of the gang. Each client is re-assessed after receiving one cycle of services to determine whether they are ready to graduate or require additional services.

To date, 25 clients are receiving services under the WRS case management component. As a result of case management services, (3) case managed clients have enrolled in a licensed vocational nurse (LVN) program at Youth Opportunity Movement program in Watts; (2) clients have enrolled in a security guard training program; (3) clients attending Locke High School are enrolled in the WIA Program at Watts Labor Community Action Committee (WLCAC); (2) clients have received employment through the LA's Best After School Program. Staff is actively working with additional clients to assist them with achieving their goals as identified in their service plans. WRS is currently working to reach full case management capacity and anticipates completing the hiring process by the end of the fiscal year.

### **C. Safe Passages**

The Safe Passage program provides assistance to youth and their parents with safe access to and from the various schools within and around the four housing developments and surrounding communities. Safe Passage workers work with the intervention component, LAPD, Los Angeles Unified School District (LAUSD), and the community in establishing safe routes for the youth, parents, and teens to travel to and from school. This component also assists with the development of programs to foster peace and safety in our local schools and community. A total of twelve (12) Safe Passage workers have been hired to work at the following schools within the Watts Regional Strategy area of service:

1. Locke High Schools # 1, 2, and 3
2. Jordan High School
3. Amino College Prep Green Dot High School
4. Markham Middle School
5. Weigand Avenue Elementary School
6. Florence Griffith Joyner Elementary School
7. 96<sup>th</sup> Street Elementary School
8. 112<sup>th</sup> Street Elementary School
9. Grape Street Elementary School
10. 116<sup>th</sup> Street Elementary School

The Safe Passage program supports the mission of LAUSD that all youth living in the City of Los Angeles have the right to attend an institution of learning that is free from hostility, aggression, and fear. It is the goal of the Watts Regional Strategy to create a comprehensive and coordinated approach that creates a safe school environment, to support the social and emotional development of all youth, and to increase student access to their local home school. The staff has not only connected with the youth, young adults and families in the community, but they have also built relationships with school administrators, teachers, staff, law enforcement personnel, parent groups, and school volunteers.

Staff members are strategically dispersed throughout the community of Watts to assist with the deterrence/opportunities for violence, and to encourage positive and safe behaviors of youth, young adults and parents. The unified approach to having both safe passage and crisis intervention workers stationed at key locations such as the metro transportation stations, local community markets, four way corners, local businesses, housing development pathways, community hot spots



and school gates has served to create and foster a sense of security and safety. In addition, staff has assisted in the following: providing safe drop off zones, improving and reporting local community hazards (missing or damaged stop signs, overgrown trees, and request for speed bumps, crosswalks, etc...), communicating and connecting with LAUSD staff and local law enforcement; breaking up fights and potential disputes that could lead to major violence, discouraging bullying activities, promoting peace keeping activities, conducting round table discussions with potential violence initiators, mentoring, and walking and escorting youth towards the pathways leading home.

#### **D. Family Project**

The Family Project is a community organizing effort that utilizes group development and one-on-one concepts to engage families and individuals in activities aimed at reducing levels of violence and interpersonal conflicts while building community resiliency factors and individual/community connectedness. The goal of the Family Project is to give the participants the tools and knowledge they need to embark on a path to be effective advocates for improved self-awareness. Provide ongoing peer counseling sessions where participants can exercise training applications to improve and enhance their lives. Facilitate experiences and dialogues to help participants reflect on their identity and relates tangible solutions to improve the quality of life for them and their family and deepen the understanding of connectivity and relationship development on the success of building positive outcomes.

Through the ability to engage participants where they are, the Family Project has successfully developed a consistent format where program participants can express ideas and concerns relating to inadequate or limited levels of connectedness within their families/community. Facilitators are given the responsibility to implement the family project and to establish educational/community support groups which guide the participant through stages of self-development and personal growth.

The Watts Regional staff has successfully developed education support groups in the Watts Regional Strategy (a Co-ed group at Nickerson Gardens, a Women's group at Imperial Courts a teen girls group at Jordan and Locke High school and a Jordan Downs Teen Program Group). The support groups have met on a weekly basis with consistent participation from youth, mothers, women and men. Participants have ranged from teens to young adults (14 – 24 years old), and adult men and women 18+ years old. Participants are asked to sign-in on a regular basis to assist with the consistency of members to the group. Topics discussed at the group meeting can range from many topics; however staff has tried to maintain a coordinated system/plan for the groups to adhere to in terms of protocol and group participation. Listed below are samples of topics discussed: effects if drugs on the body function, chemical dependency in the family, societal and personal attitudes toward: self-awareness, good choices/bad choices, coping with poverty, having a family history of single parenthood and or violence, physical/substance abuse, experiencing recent or long-term lack of employment, parent/child relationship building, social strains of low or lack of income, inability to bond or interact with their children, gang membership, the law and the criminal justice system, and child welfare system, street violence, what can we do to better our community.

The family project component has been able to accomplish the following:

1. engage the participants in addressing and utilizing effective communication tools
2. identify areas of unhealthy/unsafe levels of violence and
3. increase the levels of awareness and communication while also developing and promoting leadership among community residents.
4. provide areas where personal growth and self-awareness can occur

The hiring of staff that are knowledgeable and familiar with the aspects of the Watts community has proven beneficial in establishing a connection with program participants. One unique way that



program participants have built a connection with the process is through the ability to discuss issues, share common practices, and build a basic strength based genogram (family tree). This three-generational strength based genogram provides a basis for the participant to enhance the levels of effective problem solving, build on healthy positive communication skills, increase the participation of positive family involvement, and increase the level of community resiliency that reduces risk factors for violence.

Topics on the following issues/concerns are discussed: coping with poverty, having a family history of single parenthood and or violence, physical/substance abuse, experiencing recent or long-term lack of employment, parent/child relationship building, social strains of low or lack of income, inability to bond or interact with their children, gang membership, the law and the criminal justice system, and child welfare system. The plan with the Family Project is to establish a more diverse curriculum and to solicit additional facilitators to run additional groups in the remaining housing developments and surrounding area of Watts.

The Watts Regional Strategy has successfully partnered with the Director of the Life History and Social Justice Project from UCLA Luskin School of Public Affairs. This collaboration has allowed the Watts Regional Strategy to have a resident MSW/Ph.D. staff member assisting and advising on issues relating to case management and positive family engagement.

The Watts Regional Strategy staff have also participated and partnered in group sessions with the Jordan Downs Project Fatherhood and Women's/Significant Other's support groups that started prior to the creation of (WRS). The Housing Authority (HACLA) has assisted the Watts Regional Strategy in securing additional space to enhance the service delivery to the residents of Watts. Listed below are the groups that are being offered in the Family Project Support Group.

#### **Family Project Support Groups**

<b><i>Nickerson Gardens Co-Ed Group</i></b> Age 18+ (Females and Males) Meet: Thursday Evenings: 6pm – 8pm 10 – 15 participants	<b><i>Jordan High School Girls Group</i></b> Age 15 – 17 (Females) Meet: Wednesday Afternoon: 12:30 pm – 2 pm 15 – 20 participants
<b><i>Jordan Downs Teen Program</i></b> Age 14 – 24 (Males and Females) Meet: Thursday Evenings: 5pm – 7pm 10 participants	<b><i>Imperial Courts Women's Group</i></b> Age 17+ (Females) Meet: Tuesday Evening: 6 pm – 8 pm 15 – 20 participants
<b><i>Locke High School Girls Group</i></b> Age 15 – 17 (Females) Meet: Tuesday Afternoon: 11:00 pm – 1:30 pm 15 participants	
<b>Partnership Groups</b>	
<b><i>Jordan Downs Fathers Group</i></b> Age 18+ (Males) Meet: Wednesday Evenings: 5pm – 7pm 15 – 20 participants	<b><i>Jordan Downs Significant Others Group</i></b> Age 17+ (Females) Meet: Wednesday Evenings: 5pm – 7pm 10 – 15 participants



#### **E. Peace Ambassadors (Peace Keeping Activities/Events)**

The Community Peace Ambassador Program promotes and supports the role of young people participating in peace-building activities that contribute to the idea of everyone having the right to live together in dignity and respect. The goal is to assemble a group of energetic individuals who can come together in the various communities to strengthen the presence of peace and to promote the values of harmony throughout the Watts Regional area. Staff, will provide assistance to youth, families and the community in developing and creating peace keeping/building efforts. The Community Peace Ambassadors plans peace marches, vigils, anti-violence community awareness campaigns, and other related activities which assist in dispelling rumors and other negative aspects attributed to community members not getting along.

The Watts Regional Strategy has processed (20) of the 30 positions for the four areas (Jordan, Nickerson, Imperial, and Gonzague). Hiring of the additional 10 position remaining will be subject to the availability of funds remaining in the budget. Identification of staffing for this position was delayed due to the inability to identify potential applicants.

#### **F. Professional Development/Training**

As a part of on-going professional development/training, staff from the Watts Regional Strategy has participated in a series of trainings: Family Case Management File Maintenance and Referrals, Crisis Intervention Database processing and the Family Project - Genogram Facilitator Trainings with Deputy Mayor Guillermo Cespedes. The composition of this group consisted of several component staff (Deputy Mayor, Director of Watts Regional Strategy, Project Coordinators, Case Managers, CIWs, LAPD Officers, Family Project Facilitators/Consultants).

Watts Regional Strategy staff has attended 4 Peer Learning Network training sponsored by GRYD with Dr. Andrae Brown. These trainings covered topics to enhance staff member's knowledge in the Case Management and Intervention components model of practice. Training topics included: Social Embeddedness, Case Management tools for servicing clients, and Genogram construction. Additional trainings are planned for the future to enhance staff skills.

#### **G. Collaborations and Partnerships**

The Watts Regional Strategy since its inception has been vigorous in developing and encouraging partnerships. It is through the collaborative spirit that Watts Regional Strategy has successfully implemented programs and crafted working relationships that have benefited the Watts community. Since its inception in October of 2011, WRS and HACLA have worked hand-in-hand in developing a strong commitment to serving the residents of the housing developments. In conjunction with the HACLA partnership, LAPD –Community Safety Partnership - (CSP<sup>3</sup>), and Watts Regional Strategy have seamlessly worked to achieve the objective of managing, coordinating and servicing the needs of all the residents of Watts. This partnership has proven to be vital in coordinating special events and programs, providing assistance in critical need cases, addressing community concerns and identifying service gaps and delivering services in a comprehensive and strategic manner.

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<sup>3</sup> LAPD (CSP) – the CSP program is a special unit of 10 officers assigned in the Housing Developments to provide ancillary residential programs which support, directly or indirectly the primary goals and objectives of the Los Angeles Police Department to protect and serve. It is designed to increase and enhance the safety, security and welfare of HACLA resident through the presence and relationships of LAPD police officers deployed and assigned to the four housing developments program sites of Ramona Gardens, Nickerson Gardens, Jordan Downs, and Imperial Courts.



The Watts Regional Strategy, through this unique partnership has jointly participated on community projects, assisted in servicing residents and partnered in collaborative funding opportunities for the communities of Nickerson Gardens, Imperial Courts, Jordan Downs, Gonzaque Village, Ramona Gardens and surrounding areas of Watts. CSP Officers, WRS and HACLA have entered into an agreement for mutual office space sharing through the usage of trailers at one location (and an additional trailer upon renovation) as office space and additional meeting locations for WRS components. CSP and HACLA will also utilize the trailer space for community meetings, community based programs and staff trainings. This arrangement has served the needs of all three components and has demonstrated to the community that the relational triangle is vital to the success of Watts.

#### Additional Partnerships/Collaborations

##### Summer Youth Enrichment Program (Gonzaque and "One Ways")

As mentioned previously, the Watts Regional Strategy has participated in activities sponsored through GRYD Summer Night Lights (SNL). One concern expressed by residents is a lack of access to services for children that aren't allowed to travel to SNL sites. Many of the youth are restricted to staying within the confines of the local community and access to the school playground is limited to specific hours during the day.

The Watts Regional Strategy put together a plan to address this concern. Approximately 50 youth were serviced at three (3) locations: 1) pocket park in the One Ways, 2) a local church (Morning Star Baptist Church) that was identified as a resource for local youth, and (3) the community room at Gonzaque Village. Each location was provided with supplies and recreational supplies such as basket balls, jump ropes, chalk and stencils, board games and (2) carrom boards. Youth were allowed to utilize these items under the supervision of staff and community members. Overall from the reports received back from community members, many youth took full advantage of the Watts Regional donations and the three locations were largely successful in engaging youth, parents and the community. WRS anticipates continuing this successful venture in the near future and expect to identify additional locations to receive assistance.

##### Watts Community Feeding the Children Initiative

On February 25, 2012, the Foundation for Kids along with Quaker, Frito Lay, Unified Grocers, Kenco, Pepsico, McLane, and Clements Pappas, sponsored an event in the Watts Community (Feeding the Children Initiative) at the four housing developments (Jordan Downs, Imperial Courts, Nickerson Gardens, and Gonzaque Village). The event was sponsored and coordinated in partnership with the Housing Authority of the City of Los Angeles (HACLA), Los Angeles Police Department (LAPD) - Community Safety Program, and GRYD (WRS).

The Foundation for Kids goal was able to feed approximately 150 of the "neediest" families in all four of the Watts Housing Development's, however the amount of food donated to this event allowed each development to receive goods that fed approximately 200 in each area. The items donated provided enough food, drinks and other perishables to feed over 700 people.

Due to the success and support of the collaboration of this program in the Watts community, organizers implemented a similar program in the Ramona Gardens Housing Development, in East Los Angeles on March 30, 2012 servicing approximately 200 residents.

In 2012, staff from Watts Regional Strategy assisted the Housing Authority of Los Angeles (HACLA) again with the holiday programs in the five housing (Jordan Downs, Imperial Courts, Nickerson



Gardens, Gonzague Village and Ramona Gardens) developments servicing approximately 1000 residents.

### Midnight Basketball 2013

The Watts Regional Strategy in the spring of 2013 hosted a series of weekly basketball games on Tuesday and Thursday from 7:00 pm – 9:00 pm in the Nickerson Gardens gym. This friendly series of games has allowed the staff (Crisis Intervention and Safe Passage workers) to come together to sponsor additional violence reduction activities in the community of Watts. Players (10 teams of 10) from the Ramona Gardens area, 77<sup>th</sup> II GRYD Zone, Florence Graham GRYD, Imperial Courts and Nickerson Gardens area meet weekly to exchange in a collaborative effort of camaraderie in what we have called “Midnight Basketball”. This exchange of supportive teamwork has allowed different neighborhoods to come together for a common cause and it has also stimulated the belief that violence reduction can happen when like minds are on one accord. The Midnight Basketball program will be in operation until the opening of SNL 2013. The final games will resume upon the completion of SNL in August and a final collaborative banquet will be held to celebrate the success of this additional violence reduction effort.

## **II. PROGRAM OUTCOMES**

The Watts Regional Strategy is a comprehensive approach designed to enhance the quality of life for the residents of Watts by reducing levels of incidents of crime while providing a sense of civic pride and ownership for the betterment of the Watts community. The strategy involves collaboration between the Los Angeles Police Department (LAPD), Mayor's Office (GRYD), Housing Authority of the City of Los Angeles (HACLA), Community Based Organizations (CBO's), and the residents/community. The goal of the strategy is to bring together the residents/community of Watts to believe that they are one voice, one people, and one community. To date, WRS has been able to employ more than 130 community residents (both seasonal and full-time employment).

The Watts Regional Strategy has operated in the Watts area since October/November of 2011. We have achieved accomplishments that have contributed to the overall success of the Regional Strategy. One unique example is the ability to combine services in a concentrated manner and to have staff working in the entire community of Watts as opposed to geographically segregating services in a bounded area. This allows the program components to no longer be restricted to neighborhood territories and boundaries. Supervision and coordination of services and staff have contributed to a more seamless approach to responding to incidents of crime, servicing clients, providing safety in and around our schools, assisting and facilitating support groups, and promoting positive peacekeeping activities within the Watts region.

### Proposed Plans for Watts Regional Strategy

The Watts Regional Strategy has been in operation since December of 2011 and we are glad to report that we have successfully hired 57 staff members within the Watts Regional Strategy. It is important to note that as great as the picture seems, we realize that there is still a lot of work that is needed. It is the goal of the Watts Regional Strategy to continue to move in the direction of establishing positive approaches to service the many needs of the community. Additional funding efforts are being developed to incorporate more services to address the re-entry population challenges and lack of local resources. Watts Regional Strategy looks forward to continuing the service delivery in this vital community.



**ATTACHMENT 6**

**LOS ANGELES CONSERVATION CORPS  
SCOPE OF WORK (DRAFT)**

**SCOPE OF WORK for Watts Regional Strategy  
FY 2013-14**

***Contractor will provide:***

**LACC/Mayors Office - Project Coordinator/Lead Case Manager**

The GRYD Project Coordinator/Lead Case Manager will oversee all program management functions including program implementation and oversight, community relations, and technical assistance of the GRYD comprehensive strategy.

- One (1) Full time Project Coordinator/Lead Case Manager over 21 yrs of age with a valid driver's license will be hired to oversee the implementation of the Watts Regional Strategic Plan.
- **Project Coordinator/Lead Case Manager Duties/Responsibilities:**
- Administer and facilitate the comprehensive Gang Reduction and Youth Development strategy and all of its components within the Mayor's Office for the Watts Regional Strategic Area.
- Implement gang prevention and intervention initiatives and specific programming in the Watts Community (i.e. crisis response, Summer Night Lights oversight, gang specific task forces);
- Coordinate and supervise the Safe Passage Program, Peace Ambassadors Program, and Fathers/Family Projects;
- Serve as a liaison for internal/external working groups such as LAPD, HACLA, community residents, and providers to ensure GRYD goals and objectives remain at the forefront;
- Maintain and foster on-going relationships with the GRYD Inter-relational triangle (LAPD, GRYD, Intervention);
- Assist with the development and review of internal documents related to program development and implementation;
- Assist with the oversight and monitoring of GRYD contractors;
- Prepare and maintain crisis response documentation, reports and statistical information on weekly and monthly basis;
- Participate, coordinate, facilitate and attend Regional Meetings, workshops and trainings with community based organizations, leaders, organizations and other government related entities;
- Provide technical assistance to GRYD contractors/staff, providing direct programming, training, leading workshops, etc.;
- Provide program updates to Mayor's Office, City Council, and Council Committees, including the Public Safety Committee;
- Coordinate and implement a Community Action Team and community event planning in support of comprehensive gang reduction strategies;
- Implement Community Education Campaign initiatives in coordination with gang prevention and intervention providers; working closely with local educational institutions, such as LAUSD and LACOE in educating staff on GRYD initiatives;



- Ensure participation and collaboration from local stakeholders including law enforcement, schools, community organizations, juvenile justice agencies, and faith-based institutions;
- Coordinate and implement the Mayor's Summer Night Lights program at designated Watts parks and recreation centers during the summer months;
- Support GRYD activities including but not limited to Gun Buyback, Training (GRYD intervention model of practice, interdisciplinary team, Los Angeles Violence Intervention Training Academy, case management, peer learning network) and Gang Violence Intervention (responding to gang-related incidents).

***Additional Requirements/Responsibilities:***

- Must have the ability to work with a diverse population and have knowledge and the understanding of working in areas with gang members and their families.
- 3-5 years experience with administering juvenile delinquency/gang prevention and intervention/reentry programs and contract administration
- Graduation from an accredited four-year university with major course work in public administration, sociology, psychology, social work or a related field; Master degree in above-mentioned fields preferred but not required.
- Ability to communicate effectively orally and in writing;
- Ability to analyze complex information and develop plans to address identified issues;
- Ability to effectively demonstrate negotiation and facilitation skills;
- Ability to deliver professional presentations in both local and national arenas addressing juvenile delinquency/gang prevention strategies;
- Contract administration and basic grant budgeting processes;
- Excellent time management skills, well-organized, detail-oriented and able to work both independently and under minimal supervision;
- Ability to work as part of a program administration team;
- Ability to understand, interpret, apply and communicate complex regulations, policies and procedures; and
- Strong interpersonal skills to develop and maintain cooperative, professional and productive work relationships.
- Bilingual in English and Spanish desired but not required.

**LACC/Mayors Office - Case Manager**

- Two (2) Full time Case Managers over the age of 21 years with a valid driver's license will be hired to coordinate the implementation of the Case Management component in the Watts Regional Strategic Plan.
- Case Manager Duties/Responsibilities:
  - Administer the comprehensive Gang Reduction and Youth Development strategy and all of its components within the Mayor's Office for the Watts Regional Strategy Area;
  - Establish, develop and maintain case plans for youth, young adults and their families that are participating in the Watts Regional Strategy area;



- Maintain collateral contacts for communication and success of individual case plans;
- Oversee and maintain client files, program tracking, scheduling, follow-up sessions and coordinating program reports;
- Ensure that prescribed case managed sessions, one on one counseling, referrals of clients, school visits, home visits, community service projects, tutoring, and mentoring sessions are scheduled and complied with;
- Ensure that enrolled clients are participating and completing individualized and group activities which leads to complete and comprehensive services of the client;
- Conduct/Organize individual and group impact sessions, conflict resolution classes, promotion of violence prevention, peace efforts, education, communication techniques, and developing accessing promising material for referred gang involved youth and their families;
- Establish and maintain ongoing relationships with enrolled clients and their families; intervening as needed in encouraging youth and their families to establish programmatic programs/levels which encourages overall levels of connectedness utilizing the completion of the three-generational strength based genograms (family tree);
- Monitor and utilize the family system and social identity theory as a guide for the family safety program component theory of change;
- Monitor program components which engage multi-generational family systems approach and community resiliency by engaging effective problem solving communication skills and the effective communication framework;
- Establish and maintain community organizing efforts that uses group development concepts to engage families in activities aimed at reducing levels of violence, enhancing group dynamics and building community resiliency factors in and around the Watts community;
- Work comprehensively with youth and family members who have or have been victims of gang related incidents by providing wrap around services;
- Maintain and submit monthly and weekly reports, attend assigned meetings and build relationships with CBO's, agencies, law enforcement personnel, government programs/offices and local community programs;
- Participate in outreach activities/events to be able to relate to youth and their families;
- Assist Mayors Staff, LAUSD, School Administers, Teachers, and Counselors with identifying and selecting designated identifiable participants;
- Participate in events, programs and special activities which promotes the overall goals and objectives of the Mayors Office;
- Implement gang prevention and intervention initiatives and specific programming in Watts (i.e. crisis response, Summer Night Lights oversight, gang specific task forces);
- Provide technical assistance to GRYD contractors providing direct programming;



### **Requirements:**

- Must have the ability to work with a diverse population and have knowledge and the understanding of working in areas with gang members and their families.
- Must have knowledge of tutoring, mentoring and counseling procedures, educational system, justice system, and regulations and laws that affect this field of work.
- 3-5 years experience with administering juvenile delinquency/gang prevention and intervention/reentry programs and contract administration.
- Graduation from an accredited four-year university with major course work in public administration, sociology, psychology, social work or a related field required; a Masters Degree in Social Work required.
- Ability to communicate effectively orally and in writing;
- Ability to analyze complex information and develop plans to address identified issues;
- Ability to effectively demonstrate negotiation and facilitation skills;
- Ability to deliver professional presentations in both local and national arenas addressing juvenile delinquency/gang prevention strategies;
- Excellent time management skills, well-organized, detail-oriented and able to work both independently and under minimal supervision;
- Ability to work as part of a program administration team;
- Ability to understand, interpret, apply and communicate complex regulations, policies and procedures; and
- Strong interpersonal skills to develop and maintain cooperative, professional and productive work relationships.
- Bilingual in English and Spanish desired but not required.

### **LACC/Mayors Office - Lead CIW**

The Lead Community Intervention Worker will work in conjunction with the Regional and Program Manager, and the Community Intervention Worker. The Lead Community Interventionist will provide violence interruption services to the designated geographical area assigned and have a working knowledge of the GRYD area, gangs and community. The Lead Community Intervention Worker will serve as the primary intervention point of contact and demonstrate the following skill set:

- Three (3) Full time Lead Crisis Intervention Workers over the age of 21 years with a valid driver's license will be hired to coordinate the intervention/crisis response component in the Watts Regional Strategic Plan.
- **Lead CIW Duties/Responsibilities:**
- Provide violence interruption and crisis response activities to specific gang-related confrontations while working to mediate and diffuse conflict tensions and



actively promote peace-building activities including responding to: crime scene, hospital, family home and community.

- Function as the primary intervention point of contact for the designated GRYD area.
- Work in collaboration with GRYD and other agencies as it relates to communicating with LAPD on all incidents within the GRYD zone.
- Maintain a high degree of professionalism and staff supervision for all Intervention worker assigned; set the example for the intervention team and consistently provide mentorship.
- Ensure community intervention staff follows the Violence Interruption and Crisis Response Protocol.
- Identifies staff coverage to comply with the 24/7 staff coverage week schedule to respond to calls regarding gang-violence confrontations, shootings, aggravated assaults, homicides and other violent incidents with 15 minutes after receiving RACR/GRYD notification.
- Serve as the designate to oversee and manage the internal data collection for GVI and Family Case Management Services. Ensure that the maintenance of daily/weekly logs and records of all incidents are completed and compiled within 72 hours of being contacted. This includes maintaining the Crisis Response Incident Reporting Forms for follow-up activities related to crisis response incidents.
- Ensure regular communication GRYD and other staff regarding the overall coverage of the GRYD zone and surrounding areas.
- Supervise and offer service delivery of support services for victims, families and the community as it relates to incidents of violence including victim's assistance and resource informational material.
- Assist and organize truces, dispel rumors and assist with the peace keeping/building efforts including peace marches, community awareness campaigns and anti-violence related activities.
- Develop and build collaborative efforts with agencies, GRYD and other designated services to address any issues or situations that may arise within the GRYD zone.
- Serve as the representative/liaison with local gangs to develop dialogues/conversations, resolve conflicts, tensions and misunderstandings between gangs and focus on troubleshooting efforts to identify solutions to problem solving within the GRYD zone.
- Have knowledge and understandings of African American and Latino gangs in the designated GRYD zone.
- Identify potential areas that may have an impact on the safety of the designated GRYD zone area.
- Assess and develop an action plan to address potential gang escalation for non-violent and violent offenses facilitated by gang members living and re-entering into the designated community.
- Work in collaboration with law enforcement and other identified agencies to ensure safety in designated GRYD zone area.



- Collaborate with other Community groups, faith-based and public institutions, on activities and programs that target youth and adult gang populations and their families.
- Initiate positive pathways for gang involved youth and adults that voice an interest in an alternative gang lifestyle including mentoring, service referrals, employment, sporting events, etc.
- Refer potential clients who are gang-involved or gang affiliated to designated GRYD intervention and Prevention programs.
- Coordinate/assist with the Safe Passage programs (to and from) for local schools within the designated area.
- Participate in regular CompStats sessions, LAPD meetings and GRYD meetings arranged by the Mayor's Office.
- Attend required training sessions (Intervention Model of Practice, PLN's, LAVITA, The Intervention Family Case Management Process, etc.) and participate in assigned GRYD programmatic functions (Interdisciplinary Teams, Gun Buyback, Community Action teams, Summer Night Lights, Community Education Campaign).
- Work in collaboration with all partners to ensure safety in and around identified sections, areas and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Identify track and address potential hot spots that may have an impact on safety in and around sections, areas, and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Coordinate and work with other assigned staff members to meet the goals and practices of the Mayor's GRYD Office.

**Qualification & Experience:** Applicant must have the ability to work with a diverse population and must be a team player. Have knowledge and the understanding of working with gang members and their families, Be able to supervise and communicate one on one, in group settings or in public environments and in written form with staff and other community partners. Possess an understanding of working with troubled youth living in high impact crime zones. Must be able to successfully pass Background Investigation through Live Scan and must have proper employment documentation. Bilingual in English and Spanish desired but not required.

**Education:** Any combination of education (high school diploma-college credits) life experience, volunteering with at risk population or their families or any other qualifying certification in this field of work will be reviewed. Gang Intervention Certification or Training preferred.

#### **LACC/Mayors Office - Community Intervention Workers**

The Community Intervention Worker will work in conjunction with the Regional and Program Manager, and the Lead Intervention Worker. The Community Interventionist will provide violence interruption services to the designated geographical area assigned



and have a working knowledge of the GRYD area, gangs and community. The Community Intervention Worker will demonstrate the following skill set:

- Nine (9) Full time Crisis Intervention Workers over the age of 21 years with a valid driver's license will be hired to coordinate the intervention/crisis response component in the Watts Regional Strategic Plan.
- **Crisis Interventionist Worker Duties/Responsibilities:**
- Provide violence interruption and crisis response activities to specific gang-related confrontations while working to mediate and diffuse conflict tensions and actively promote peace-building activities including responding to: crime scene, hospital, family home and community.
- Respond to calls within 15 minutes after receiving notification regarding gang-violence confrontations such as shootings, aggravated assaults, homicides, and other violent incidents on a 24/7 basis.
- Log and maintain records of all incidents within 72 hours of being contacted; and log all follow-up activities related to crisis response incidents by maintaining the Crisis Response Incident Reporting Form.
- Offer support services for victims, families and the community as it relates to incidents of violence including victim's assistance and resource informational material.
- Organize truces, dispel rumors and assist with the peace keeping/building efforts including peace marches, community awareness campaigns and anti-violence related activities.
- Serve as the representative/liaison with local gangs to develop dialogues/conversations, resolve conflicts, tensions and misunderstandings between gangs.
- Have knowledge and understandings of African American and Latino gangs in the designated GRYD zone.
- Identify potential areas that may have an impact on the safety of the designated GRYD zone area.
- Assess and develop an action plan to address potential gang escalation for non-violent and violent offenses facilitated by gang members living and re-entering into the designated community.
- Work in collaboration with law enforcement and other identified agencies to ensure safety in designated GRYD zone area.
- Collaborate with other Community groups, faith-based and public institutions, on activities and programs that target youth and adult gang populations and their families.
- Initiate positive pathways for gang involved youth and adults that voice an interest in an alternative gang lifestyle including mentoring, service referrals, employment, sporting events, etc.
- Refer potential clients who are gang-involved or gang affiliated to designated GRYD intervention and Prevention programs.
- Coordinate/assist with the Safe Passage programs (to and from) for local schools within the designated area.



- Participate in regular CompStats sessions, LAPD meetings and GRYD meetings arranged by the Mayor's Office.
- Attend required training sessions (Intervention Model of Practice, PLN's, LAVITA, The Intervention Family Case Management Process, etc.) and participate in assigned GRYD programmatic functions (Interdisciplinary Teams, Gun Buyback, Community Action teams, Summer Night Lights, Community Education Campaign).
- Work in collaboration with all partners to ensure safety in and around identified sections, areas and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Identify track and address potential hot spots that may have an impact on safety in and around sections, areas, and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Coordinate and work with other assigned staff members to meet the goals and practices of the Mayor's GRYD Office.

**Qualification & Experience:** Applicant must have the ability to work with a diverse population and must be a team player. Have knowledge and the understanding of working with gang members and their families, Be able to communicate one on one, in group settings or in public environments and in written form. Possess an understanding of working with troubled youth living in high impact crime zones. Must be able to successfully pass Background Investigation through Live Scan and must have proper employment documentation. Bilingual in English and Spanish desired but not required.

**Education:** Any combination of education (high school diploma-college credits) life experience, volunteering with at risk population or their families or any other qualifying certification in this field of work will be reviewed. Gang Intervention Certification or Training preferred.

#### **LACC/Mayors Office - Safe Passage Facilitators**

The Safe Passage Facilitators will work in conjunction with the Regional and Program Manager, and the Crisis Intervention Worker. The Safe Passage Facilitators will provide assistance to the youth and parents with safe access (to and from) to the various schools, found within the Watts community. The Safe Passage Facilitator will demonstrate the following skill set:

- Sixteen (16) Part-time Safe Passage Facilitators will be hired to coordinate the implementation of the Safe Passage component in the Watts Regional Strategic Plan.
- **Safe Passage Facilitators Responsibilities:**
  - Ensure effective coordination and integration of safe passage strategies and activities at local schools, community and surrounding areas in conjunction with GRYD Regional Manager (s), LAPD, LAUSD, Partnership Programs, Crisis Intervention Workers, Peace Ambassadors, Family/Father's Groups, and additional stakeholders, and other partners;
  - Coordinate/Facilitate safe passage programs immediately before and/or after school along designated school and safety routes;



- Work in collaboration with all partners to ensure safety in and around identified sections, areas and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Identify track and address potential hot spots that may have an impact on safety in and around sections, areas, and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Collaborate outreach to non traditional community partners ensuring communication, participation with local stakeholders, law enforcement agencies, schools, community organizations, juvenile justice agencies, and faith-based institutions;
- Indentify safe routes that are clearly marked and easily indentified by all program partners;
- Communicate with partners when volatile situations occur and assist with rumor control in the case of an incident or potential incident in areas/routes in the Watts Regional Strategic Plan Safe Passage Program incidents can include (i.e: fights, trash talking, pocket checking, and/or serious gang related incidents);
- Maintain Safe Passage Program incident tracking log, documenting incidents/program incidents and facilitator follow up; prepare data collection forms and monthly status reports;
- Attend and participate fully in all program trainings, meetings and planning sessions;
- Promote participation in Watts Regional Strategic Plan activities (i.e.: sports leagues, resource fairs, father's groups, community meetings etc...);
- Provide referrals as needed to community members for Watts Regional Strategic Plan services and/or other identified community services;
- Assist with the development and review of Safe Passage documents related to program development and implementation;
- Provide input and recommendations to create a comprehensive framework for the program(s) in the area;
- Review and provide recommendations and efforts to ensure that the overarching goals and objectives of the program are met;
- Assist with the identification of partnerships and other efforts that will assist in implementing/sustaining safe passage efforts and activities;
- Seek input from the local community for effective program implementation.

#### **LACC/Mayors Office - Community Peace Ambassadors**

The Community Ambassadors will work in conjunction with the Regional and Program Manager, and other assigned staff. The Community Peace Ambassadors will provide assistance to the youth, families and community in the area of developing and implementing programs to promote peace throughout the Watts community. The Community Peace Ambassadors will demonstrate the following skill set:

Twenty-eight (25) Part-time Community Peace Ambassadors will be provided with a stipend to coordinate the implementation of the community peace project in the Watts Regional Strategic Plan.

- Community Peace Ambassadors Responsibilities:



- Coordinate/Facilitate programs that help develop and create connection that aid in the building of peace and reducing tensions;
- Work in collaboration with all partners to ensure community participation in and around the Housing Developments of Watts;
- Collaborate and outreach to community partners, local stakeholders, law enforcement agencies, schools, community organizations, faith-based institutions and other businesses/agencies ensuring communication and participation in program offered to stimulate peace;
- Participate/Plan peace marches, vigils, anti-violence community awareness campaigns, and other related activities which assist to dispel rumors and assist with the peace keeping/building efforts;
- Serve as the community representative/liaison, collaborating with the Mayors Office staff and law enforcement agency to develop dialogues/conversations to resolve conflicts, tensions and misunderstandings between residents and the community.;
- Provide input and recommendations to create a consistent dialogue with community residents and various agencies to create avenues for peace engagement;
- Perform and engage in other duties as assigned;

### **LACC/Mayors Office - Family Project**

The Family Project will work in conjunction with the Regional and Program Manager, and other assigned staff. The Family project will provide assistance to the fathers groups, significant others, children and the families in the community of Watts. The staffing structure will be determined. The Family Project will complete the following goals and objectives:

- The Family Project Goals and Objectives:
  - Assist families with opportunity to dialogue and discuss issues/concerns in the area of coping with poverty; having a family history of single parenthood and or violence, physical/substance abuse; experiencing recent or long-term lack of employment; parent/child relationship building; social strains of low or lack of income; inability to bond or interact with their children; being in gangs; the law and the criminal justice system; child welfare system, etc.
  - Provide ongoing peer counseling sessions where participants can exercise training applications to improve and enhance their lives.
  - Develop a consistent format where program participants can express their ideas and concerns.
  - Increase the overall levels of connectedness within participant families in the Family Project.
  - Assist the group participants with completing a basic strength based genogram (family tree) that includes minimally three generations.
  - Increase the levels of participation of fathers in strengthening the family decision making "execution subsystem" in relation to safety and appropriate oversight of their off springs.
  - Enhance levels of effective problem solving communication skills among participant families as measured by understanding of effective communications framework.
  - Increase levels of community resiliency that reduce risk factors for violence by engaging multi generational family systems in neighborhood safety strategies.
  - Establish three support family groups within the Watts community which will guide the groups through five stages of development while accomplishing a series of measurable family and community engagement tasks.
  - Serve as a vehicle to identify and develop community safety promoting leadership among residents of the housing developments and surrounding area by providing incentives that link a limited number of participants to employment opportunities.
  - Assist participants with the facilitation of the family safety program by following a flexible map based on five stages of group development, pre affiliation, power and control, intimacy (cohesion), differentiation, and separation.
  - Collaborate with GRYD programmatic efforts that are part of the Watts Regional strategy
  - Conduct a program cycle schedule that will serve as "bookends" to the existing Summer Night Lights program which will provide a basis for measurement.



- I. LACC will provide the oversight of the distribution of funds for the following positions and programs/components:
- Watts Regional Strategic Plan Project Coordinator/Lead Case Manager
  - Watts Regional Strategic Plan Case Manager
  - Watts Regional Strategic Plan Lead Crisis Interventionist Workers
  - Watts Regional Strategic Plan Crisis Interventionist Workers
  - Watts Regional Strategic Plan Safe Passage Facilitators
  - Watts Regional Strategic Plan Community Peace Ambassadors
  - Watts Regional Strategic Plan Family Project
  - Watts Regional Strategic Plan Professional Training and Development
  - Watts Regional Strategic Plan Evaluation

The Watts Regional Strategy has eight (8) major programming components:

- Project Coordinator/Case Management: (1) Full-time Project Coordinator will be hired to assist with the implementation and coordination of the Watts Regional Strategy. The Project Coordinator will oversee all program management functions including program implementation and oversight, community relations, and technical assistance of the GRYD comprehensive strategy including assigned aspect for Case Management.
- Case Management: (2) Full-time Case Manager positions will be hired to establish, develop and maintain case plans for youth, young adults and their families that are participating in the Watts Regional Strategy area. The Case Manager will oversee and maintain collateral contacts for communication and success of individual case plans; oversee and maintain client files, program tracking, scheduling, follow-up sessions and coordinating program reports. Ensure that prescribed case managed sessions, one on one counseling, referrals of clients, school visits, home visits, community service projects, tutoring, and mentoring sessions are scheduled and completed.
- Intervention Services: (3) Lead Community Interventionist and (9) Community Interventionist (full-time equivalency) are assigned to specific geographical regions in the Watts community to help keep the peace in the surrounding communities; to address potential conflicts; and to assist in identifying resolutions to conflicts. Their participation contributes to maintaining a high level of safety and community participation.

- Safe Passage Facilitators: (16) community workers will be hired on a part-time base to provide assistance to the youth and parents with safe access (to and from) to the various schools, found within the Watts community. The Safe Passage Facilitators goals are to ensure effective coordination and integration of safe passage strategies and activities at local schools, community and surrounding areas. Safe passage program will be conducted before, during and after school. Additional hours of program assistance may be assigned during special events.
- Community Peace Ambassadors: (26) community ambassadors will be hired and receive a stipend to provide assistance to the youth, families and community in the area of developing and implementing programs to promote peace throughout the Watts community.
- Family Project: ( ) facilitators/coordinators will be hired on a part-time base to provide assistance to the fathers groups, significant others, children and the families in the community of Watts.
- Professional Training and Development: This program component will involve the training and instructional program enhancement component which will aid the Watts Regional Strategy with
- Evaluation: This program component will be designed to evaluate the effectiveness and program design of the Watts Regional Strategy. The evaluation component will include the following:



The Watts Regional Strategy will take place in the following communities of Watts within the City of Los Angeles:

#	SITE NAME	ADDRESS
1	Nickerson Gardens	1590 E. 114 <sup>th</sup> Street Los Angeles, CA 90059
2	Jordan Downs	9800 Grape Street Los Angeles, CA 90002
3	Imperial Courts	11541 Croesus Street Los Angeles, CA 90059
4	Gonzague Village	1515 105 <sup>th</sup> Street LA, CA 90002
5	Watts One Ways	(Wilmington to Alameda)
6	Surrounding areas of Watts	

***Contractor shall provide the following services to the City:***

The compensation provided to Contractor pursuant to this Agreement shall be expended in compliance with the Budget/ Expenditure Plan incorporated herein by reference. , The compensation will be used to pay for and support the Watts Regional Strategy program by hiring and providing support services for the seven core components:

- Project Coordinator/Case Management
- Case Management
- Intervention Services
- Safe Passage Facilitators
- Community Peace Ambassadors
- Family Project
- Profession Training and Development
- Evaluation

***Contractor will hire one staff to assist with the administration of the LACC Watts Regional Strategy Program:***

**LACC Payroll Specialists**

- One (1) Full time Payroll specialists over 21yrs of age with a valid driver's license will be hired.
- Payroll Specialist Duties/Responsibilities:

- Payroll Specialist will work in conjunction with the assigned Watts Regional GRYD staff member who will be their main point of contact for the duration of the contract.
- Payroll Specialists will oversee the employment application process for (8) components of the Watts Regional Strategy.
- Payroll staff is to submit a work schedule to GRYD office
  - Schedule must include the schedule of the LACC Full Time Payroll Specialist (Monday – Friday: 9am-5pm).
- Ensure funding guidelines are met and inform the Watts Regional Strategy-GRYD office of any necessary steps that need to be taken in a timely manner.
  - Develop a list of the most commonly requested documents that applicants will have to submit in order to be eligible for employment.
  - This document will be utilized by Watts Regional GRYD staff during the interview process.
- Lead employment workshops to ensure that all staff employment related documentation is turned in, filled out correctly, and completed.
  - This will include following-up directly with Watts Regional GRYD staff in regard to pending employment documentation.
  - Conduct/monitor employment documentation sessions and submit all related questions/concerns to Watts Regional GRYD staff.
  - Develop a report to be submitted to Watts Regional GRYD Staff that outlines the status of completed employment applications and required fingerprinting for all personnel.
    - Report should include site information and detail the steps taken by LACC to secure needed paperwork.
    - Watts Regional GRYD staff will utilize this information to determine if disciplinary action is required due to non-compliance.
- Collection and delivery of time sheets from staff and delivery of checks to Watts Regional staff for the duration of the contract.
  - Ensure all related documentation is filled out correctly per funding contract guidelines at time of timesheet pick up and check delivery.
  - Ensure that when the collection of time sheets is conducted, new timesheet must be delivered to Watts Regional GRYD staff.
- Develop a roster of employees for each program component.
  - Submit a payroll to Watts Regional staff on a bi-weekly basis.
- Provide training to LACC/Mayor's Gang Reduction and Youth Development Full Time staff on the hiring process, paperwork, payroll process and all related personnel paperwork.
  - Identify LACC points of contact, rules/procedures for incident reporting for all contracted related personnel.
  - Develop a protocol for submission of all paperwork related to employment practices of LACC.



- Training to staff regarding the process of payroll, pay periods, reading a check/stub, and incident reporting procedures.
- Participate in Watts Regional Meetings and address and resolve any issues that may come up.

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**ATTACHMENT 7**

**MEMORANDUM OF UNDERSTANDING (MOU) WITH HOUSING AUTHORITY  
OF THE CITY OF LOS ANGELES (HACLA) FOR WATTS REGIONAL  
STRATEGY**



**CITY OF LOS ANGELES  
THE HOUSING AUTHORITY OF THE CITY OF LOS ANGELES  
MEMORANDUM OF UNDERSTANDING**

Agreement No.

Department:

Mayor's Office of Gang Reduction and Youth Development

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### ATTACHMENTS

ATTACHMENT I	GRYD Scope of Services – Watts Regional Strategy
ATTACHMENT II	Watts Regional Strategy - Position Descriptions



This Memorandum of Understanding (hereinafter referred to as "Agreement") is entered into between the Housing Authority of the City of Los Angeles (hereinafter called HACLA), and the Mayor's Office of Gang Reduction and Youth Development (hereinafter called GRYD).

#### RECITALS

WHEREAS, HACLA cooperates with private organizations, other agencies of the City and agencies of other governmental jurisdictions in carrying out certain functions and programs which are its responsibility; and

WHEREAS, HACLA and GRYD are desirous of executing this Agreement as authorized by the City Council and the Mayor (refer to Council File Number 11-1879 dated 11/04/2011) that authorizes the Chief Operating Officer of the Housing Authority of the City of Los Angeles (HACLA), to prepare and execute the Agreement, and

WHEREAS, GRYD has agreed to provide the services and operate the Project in accordance with and as set forth by this Agreement;

NOW, THEREFORE, HACLA and GRYD agree as follows:

## **1. INTRODUCTION**

### **§101 PARTIES TO THE AGREEMENT**

The parties to this Agreement are the Mayor's office of Gang Reduction and Youth Development (GRYD), a municipal corporation, having its principal office at 200 North Spring Street, Los Angeles, CA 90012 and the Housing Authority of the City of Los Angeles (HACLA), having its principal office at 2600 Wilshire Blvd, Los Angeles, CA 90057. The representatives of the respective parties who are authorized to administer this Agreement and to whom formal notices, demands and communications shall be forwarded are as follows:

- A. HACLA, represented by:  
Douglas Guthrie, Interim President and Chief Executive Officer  
2600 Wilshire Blvd  
Los Angeles, CA 90057

With copies to:  
Sanford Riggs, Director of Housing Services  
2600 Wilshire Blvd  
Los Angeles, CA 90057

- B. GRYD, represented by:

Guillermo Cespedes, Deputy Mayor  
Mayor's Office of Gang Reduction and Youth Development  
200 North Spring Street, 22<sup>nd</sup> Floor  
Los Angeles, CA 90012

With copies to:  
Mildred M. Lopez, Director of Budget and Compliance  
200 North Spring Street, 22<sup>nd</sup> Floor  
Los Angeles, CA 90012

### **§102 SERVICE OF NOTICES**

- A. Formal notices, demands, and communications required by this Agreement to be given by either party shall be made in writing and may be delivered personally or by registered or certified mail, postage prepaid, return receipt requested, and shall be deemed communicated as of the date of mailing.
- B. If the name and/or address of the person designated to receive the notices, demands or communications changes, the affected party shall notify the other party in writing of the change in accordance with this section within five (5) days of the change.

### **§103 TERM OF THE AGREEMENT**

- A. The term of this Agreement shall be from **November 1, 2011 to June 30, 2014** and any additional time as may be necessary to close out activities, provided that said term is subject to the provisions of this Agreement.
- B. HACLA may, at its discretion, agree to extend this Agreement and/or provide additional funds to the Mayor's Office of Gang Reduction and Youth Development. Funding for Agreement extensions will be based on the availability of funds to HACLA and upon GRYD's successful performance of all terms of this Agreement.



## **2. DUTIES AND REQUIREMENTS OF GRYD**

### **§201 PARTY RESPONSIBILITIES**

GRYD shall ensure that program activities are in accordance with the policies of this Agreement, and contract policies as approved by the Los Angeles City Council (LACC) and the Mayor. Mayor's Office shall comply with all Federal, State and City directives, Information Bulletins, information notices, and/or other written communication relative to this program.

HACLA shall assist GRYD in securing space at each of the housing developments within the Watts Regional Strategy, including Imperial Courts, Jordan Downs and Gonzague Village, for project activities. Space will be utilized by project staff including but not limited to Project Coordinator/Supervising Case Manager, Case Managers, Lead Community Intervention Workers, Community Intervention Workers, Facilitators of the Family Project, and any other staff assigned to the project.

### **§202 STATEMENT OF WORK TO BE PERFORMED BY GRYD**

#### **A. Purpose**

The Statement of Work is a description of the services to be provided by GRYD. Should GRYD determine a need to alter significantly the services described, approval must be requested in writing. The approval must be received from HACLA in writing before any change is implemented and may require City Council action and an amendment to the Agreement.

GRYD shall provide the following services:

Project Title	Description of Services
Watts Regional Violence Reduction Strategy	Working with LACC as a sub-recipient, GRYD shall hire up to 12 Crisis Intervention Workers (including up to 3 in a supervisory role), to work in accordance with the Intervention scope of work (included as Attachment 2); this includes but is not limited to case management, proactive peacekeeping, and crisis response. Additionally, GRYD will develop a family program working off of the current father's project in Watts. This program shall work to successfully link partners at all of the four housing developments in the community of Watts. (The Jordan Downs Housing project is funded through a separate funding source through the City of Los Angeles)

#### **B. Program Requirements**

##### **1. General Responsibilities**

- a. Oversee and monitor all program activities of contractors;
- b. Safeguard and manage all funds paid to GRYD including those issued for payment to contractors;

- c. Ensure that its contractors are in compliance with applicable federal, state, and City of Los Angeles laws, regulations, and policies

C. Fiscal Monitoring Requirements

GRYD is responsible for fiscal oversight of its contractor(s). GRYD shall conduct fiscal review each month during the term of the contract prior to issuing reimbursement payment to its contractor(s). Monthly fiscal review shall include, but is not limited to, verification of time sheets, payroll registers, vendor invoices, canceled checks, and other documents deemed necessary to support claims for reimbursement. GRYD shall prepare a report that documents the fiscal oversight and make it available to HACLA for review.

**§203 TECHNICAL ASSISTANCE**

Should GRYD need technical assistance from HACLA regarding matters that are the subject of this Agreement, GRYD shall submit a written request to HACLA identifying the nature of the problem, the action GRYD has taken to resolve the problem, and the type of assistance needed.

**3. COMPENSATION**

**§301. GRYD COMPENSATION FOR SERVICES PROJECT(S)**

A. Compensation

HACLA shall pay to the Mayor's GRYD office a total amount not to exceed One Million, Three Hundred Thousand Dollars (\$1,300,000), for the complete and satisfactory performance of the terms of this Agreement. The Mayor's GRYD office authority to expend these funds shall be for specific time periods as set forth in this Agreement. The Mayor's GRYD office right to receive compensation is conditioned upon satisfactory performance and compliance with this Agreement.

Project Title	HACLA Funds (written amount)	HACLA Funds (numeric)
Watts Regional Violence Reduction Strategy	Two Million, six hundred thousand dollars	\$2,600,000
Total:		\$2,600,000

- B. In no event shall the final expenditures for the period specified herein exceed the total compensation set forth above except as provided for by an amendment to this Agreement.
- C. The dollar amount set forth above is subject to change and may be reduced by an amendment to this Agreement should HACLA determine that GRYD's performance does not justify the level of funding.
- D. Expenditures shall be supported by properly executed payrolls, time records, invoices, vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. Checks, payrolls, invoices, vouchers, orders, or other accounting documents shall be clearly identified and readily accessible. Undocumented expenditures shall not be paid under this Agreement.



E. Funding of Agreement

Funding for all periods of this Agreement is subject to the continuing availability of funds for this program to the City. This Agreement may be terminated immediately upon written notice to GRYD of a loss or reduction of funds.

**4. REMEDIES**

**§401 AMENDMENTS**

Either party may request an amendment to this Agreement. Amendments to this Agreement must be in writing and properly executed by both HACLA and GRYD. No verbal agreement or conversation with any employee of either party shall affect or modify any terms and conditions of this Agreement.

GRYD agrees to comply with all future HACLA directives or any rules, amendments or requirements promulgated by HACLA affecting this Agreement.

**§402 NOTICE TO CORRECT PERFORMANCE**

- A. HACLA may notify GRYD of its failure to comply with the terms and conditions of this Agreement by giving written notice, effective upon date of posting, which states the specific performance deficiencies to be corrected.
- B. Within five (5) working days, GRYD shall reply in writing setting forth the corrective actions that will be undertaken to remedy the performance deficiencies, which actions are subject to HACLA's written approval.

**§403 SUSPENSION OF THE AGREEMENT**

- A. HACLA may, by giving written notice, suspend all or part of the project operations for GRYD's failure to comply with the terms and conditions of this Agreement. This Notice of Suspension shall be effective upon the date of posting.
- B. This notice shall set forth the specific conditions of noncompliance and the period provided for corrective action.
- C. Within five (5) working days from the date of HACLA's written notification, GRYD shall reply in writing setting forth the corrective actions which will be undertaken, subject to HACLA's written approval.

**§404 TERMINATION OF AGREEMENT**

- A. The parties agree that at any time during the term of this Agreement, either party may terminate this Agreement, or any part of the Agreement, upon giving the other party at least 30 days written notice prior to the effective date of the termination, which date shall be specified in the notice.
- B. GRYD shall retain and dispose of all documents and records related to this Agreement, in accordance with HACLA Directives or written instructions.
- C. HACLA may withhold any payments due to GRYD after notice of termination has been issued, for the purpose of set-aside, until the exact amount of unearned dollars due to GRYD is determined.

## **5. ENTIRE AGREEMENT**

### **§501 COMPLETE AND INTEGRATED AGREEMENT**

This Agreement contains the full, complete and integrated Agreement between the two parties. No verbal agreement or conversation with any officer or employee of either party shall affect or modify any of the terms and conditions of this Agreement. Except as amended, all terms and conditions shall remain in full force and effect. The provisions of this Agreement that impose an on-going duty shall survive beyond the termination or expiration of the Agreement.

### **§502 NUMBER OF PAGES AND ATTACHMENTS**

This Agreement is executed in two (2) duplicate originals, each of which is deemed to be an original. This Agreement includes eight (8) pages, and two (2) Attachments that constitute the entire understanding and agreement of the parties.

## **6. RELATIONSHIP OF PARTIES**

- A. Neither HACLA nor any of its officers, employees, servants or agents shall have control over the conduct of the City or its employees or agents, except to provide a venue for City to carry out the obligations set forth in this Agreement. The City shall not at any time or in any manner represent that it or any of its officers, employees or agents are in any manner employees of HACLA.
- B. Nothing contained in this Agreement shall be deemed, construed or represented by HACLA or the City or by any third person to create the relationship of principal or agent, or of a partnership, or of a joint venture, or of any other association of any kind or nature between HACLA and the City.
- C. HACLA shall not be called upon to assume any liability for the direct payment of any salary, wage or other compensation to any person employed by the City performing services hereunder for the City.

## **7. INDEMNIFICATION**

The Parties hereby indemnify, hold the other party harmless and agree to defend the other party, its members, officers, employees, agents, and contractors from and against any and all claims, losses, costs, damages, expenses, liabilities, charges, assessments, fines, and penalties of any kind, including without limitation, reasonable attorneys' fees, costs and collection fees, arising out of or relating to any act or omission of the other Party.

## **8. INVOICES AND PAYMENT**

Invoices shall be submitted to HACLA for payment on a quarterly basis or more frequently, for the services performed pursuant to this Agreement. HACLA shall remit at least fifteen percent (15%) of the contract amount to GRYD prior to the start of services in order for the City to sufficiently fund partnering contractors in undertaking initial steps to establish the program. Thereafter, HACLA shall remit payment within thirty (30) days of receipt of a correct invoice from GRYD.



**9. REPORTING**

GRYD shall submit three (3) copies of quarterly reports on data collected as specified in Attachment I, Paragraph 10, Performance Accountability, and Paragraph 11, Evaluation and Data Collection.

**10. SIGNATURE**

IN WITNESS WHEREOF, the City of Los Angeles Mayor's Office of Gang Reduction and Youth Development and the Housing Authority of the City of Los Angeles have caused this Agreement to be executed by their duly authorized representatives.

The Housing Authority of the City of Los Angeles

Office of the Mayor, City of Los Angeles

By: \_\_\_\_\_  
Douglas Guthrie,  
Interim President and Chief Executive Officer

By: \_\_\_\_\_  
Guillermo Cespedes, Deputy Mayor  
Office of Gang Reduction and Youth  
Development

Executed this \_\_\_\_\_ day of \_\_\_\_\_, 2013

Executed this \_\_\_\_\_ day of \_\_\_\_\_, 2013

Attachment I

Mayor's Office of Gang Reduction and Youth Development:  
Watts Regional Strategy - Scope of Services

DRAFT



### Staffing Levels and Minimum Qualification Requirements

The GRYD Office will ensure the following staffing levels for the Watts project:

1. Hire a minimum of twelve FTE Community Intervention Worker (CIW) staff, three (3) CIW Supervisors and nine (9) CIWs.

CIWs will have the proven ability to collaborate professionally with law enforcement and with other professionals such as social workers, therapists, and other community-based organizations. Each intervention worker will receive a minimum annual salary of \$30,000, as well as health insurance and life insurance coverage.

2. Hire a minimum of two FTE case managers.

Each case manager will have a caseload of no more than 25 clients each. A minimum of 2 full time equivalent Case Managers will be hired. Case Managers will be supervised by an MSW, MFT, or someone deemed by the Mayor's office of Gang Reduction and Youth Development to have the requisite skills and years of experience. Case Manager case files will be reviewed on a weekly basis by the supervisor. Case files will be kept in a secure location to ensure client information is only accessible by assigned Case Manager and supervisor. Case files will be standardized to conform to the requirements of the Mayor's office.

3. Hire a minimum of one FTE Project Coordinator/Supervising Case Manager.

A Project Coordinator/Supervising Case Manager will be hired to oversee the two Case Managers. This position will meet with Case Managers on a weekly basis to review cases and discuss client progress. This position will also carry a caseload of 15 clients. Case files will be kept in a secure location to ensure client information is only accessible by assigned Case Manager and supervisor. Case files will be standardized to conform to the requirements of the Mayor's office.

Relevant program staff will be required to attend ongoing education and training provided by the City or its Contractors, including, but not limited to genogram training, gang embeddedness scale, Los Angeles Violence Intervention Training Academy (LAVITA), Health Insurance Portability and Accountability Act of 1996 (HIPPA) compliance, mandated reporter training in child abuse reporting, domestic violence training, conflict resolution, non-violent crisis intervention, etc.

GRYD will oversee the following program components:

1. Crisis Response
2. Proactive Peacekeeping
3. Family Project
4. Safe Passages

5. Community Peace Ambassadors
6. Los Angeles Violence Interruption Training Academy (LAVITA)
7. Family Case Management
8. Gun Buyback Program
9. Summer Night Lights

A description of the components is provided below:

## **1. Crisis Response**

Violence interruption and crisis response activities include response to specific gang-related confrontations, working to mediate and diffuse conflict tensions, and actively promote peace-building. Community Intervention Workers (CIW's), as members of the intervention team, will serve as first responders for all gang-related incidents within their designated area. It is expected that Community Intervention Workers (CIW's) will utilize cell phone devices to receive and respond to Real Time Analysis and Critical Response (RACR) notifications and communication with law enforcement, Mayor's Staff, and other relevant entities.

CIW's will maintain a 24-hour, 7-day a week schedule to respond to calls regarding gang-violence confrontations such as shootings, aggravated assaults, homicides, and other violent incidents, within 15 minutes after receiving a notification from the Los Angeles Police Department's (LAPD) RACR Division or notification from either LAPD, the GRYD Office, or the community. The GRYD Office is responsible for devising a schedule (i.e. rotation) to ensure coverage is provided at all times.

CIW's will respond to gang-related incidents outside of the designated area if the incident has the potential to adversely impact activities within the coverage area. For example, if a gang-related incident takes place in a neighborhood outside of the coverage area, but further action (i.e. retaliatory shooting) may impact the coverage area, CIW's will respond to these type of incidents.

CIW's, in partnership with the assigned case manager, will provide support services to victims' families and friends including but not limited to linkages to counseling, employment, relocation, etc. Support services will be provided after making an initial contact with victim's families and friends at the scene of an incident, hospital or at a time and location chosen by the victim's family and friends. Support services can also include CIW's attending funerals, vigils, peace marches, etc.

Additionally, Community Intervention Workers will participate in GRYD activities and initiatives focusing on reducing gang violence citywide and improving community collaborations to support reintegration of clients; engage with active gang members, gang leaders, and ex-offenders to achieve a non-violent community life; and engage in targeted street outreach designed to contact individuals actively involved in gang activities.



## **2. Proactive Peacekeeping**

CIWs will implement proactive peacekeeping activities within the designated GRYD coverage area in coordination with community partners. For example, Community Intervention Workers will actively engage in developing truces among rival gangs (when appropriate) in an effort to prevent and deter future criminal gang activity and violence, participate in a variety of activities that bring the community together to respond to violence (e.g., peace marches), and participate in neighborhood interfacing and community engagement. Proactive peacekeeping activities will include but are not limited to the following:

- Safe Passages (*described in more detail below*)
- Rumor Control
- Street Mediation
- Peace Agreement Creation and Maintenance
- Mentoring
- Impact Sessions (part of developing truces among rival gangs)
- Supportive services for Youth and Families impacted by gang violence
- Community engagement
- Law enforcement engagement and collaboration

CIWs will log in all proactive peacekeeping activities into an activity log, as provided by the GRYD Office, for evaluation purposes. The GRYD Office will be responsible for maintaining all activity logs and ensuring data collecting methods are followed.

## **3. Family Project**

The Family Project will work in conjunction with the Regional Manager, Project Coordinator/Supervising Case Manager, Case Managers, and other assigned staff to provide assistance to the fathers groups, significant others, children and the families in the community of Watts. Facilitators will be hired to implement the family project within each housing development. The Family Project will complete the following goals and objectives:

The Family Project Goals and Objectives:

- Assist families with opportunity to dialogue and discuss issues/concerns in the area of coping with poverty, having a family history of single parenthood and or violence, physical/substance abuse, experiencing recent or long-term lack of employment, parent/child relationship building, social strains of low or lack of income, inability to bond or interact with their children, gang membership; the law and the criminal justice system, and child welfare system, etc.
- Provide ongoing peer counseling sessions where participants can exercise training applications to improve and enhance their lives.
- Develop a consistent format where program participants can express their ideas and concerns.

- Increase the overall levels of connectedness within participant families in the Family Project.
- Assist the group participants with completing a basic strength based genogram (family tree) that includes a minimum of three generations.
- Increase the levels of participation of fathers in strengthening the family decision making "execution subsystem" in relation to safety and appropriate oversight of their off springs.
- Enhance levels of effective problem solving communication skills among participant families as measured by understanding of effective communications framework.
- Increase levels of community resiliency that will reduce risk factors for violence by engaging multi generational family systems in neighborhood safety strategies.
- Establish three support family groups within the Watts community which will guide the groups through five stages of development while accomplishing a series of measurable family and community engagement tasks.
- Serve as a vehicle to identify and develop community safety promoting leadership among residents of the housing developments and surrounding area by providing incentives that link a limited number of participants to employment opportunities.
- Assist participants with the facilitation of the family safety program by following a flexible map based on five stages of group development, pre affiliation, power and control, intimacy (cohesion), differentiation, and separation.
- Collaborate with GRYD programmatic efforts that are a part of the Watts Regional Strategy.
- Conduct a program cycle schedule that will serve as "bookends" to the existing Summer Night Lights program which will provide a basis for measurement.

#### **4. Safe Passage Program**

The Safe Passage Program will provide assistance to youth and parents with safe access (to and from) the various schools within and around the housing developments. Safe Passage facilitators will work in conjunction with the Regional Manager, Project Coordinator/Supervising Case Manager, and Crisis Intervention Worker staff to identify safe routes youth and parents may access before, during and after school hours. Activities will include but not be limited to ensuring effective coordination and integration of safe passage strategies and activities at local schools, community and surrounding areas; identify, track, and address potential hot spots that may have an impact on safety in and around sections, areas, and routes of the Watts Regional Strategic Plan Safe Passage Program; and communicate with partners when volatile situations occur and assist with rumor control in the case of an incident or potential incident in areas/routes in the Watts Regional Strategic Plan. Safe Passage Program incidents can include (i.e.: fights, trash talking, pocket checking, and/or serious gang related incidents).



## **5. Peace Ambassador Program**

The Community Peace Ambassadors will work in conjunction with the GRYD Office Regional Manager, Project Coordinator, and other assigned staff to provide assistance to the youth, families and community in the area of developing and implementing programs to promote peace throughout the Watts community. Activities will include but not be limited to planning and implementing peace marches, vigils, anti-violence community awareness campaigns, and other related activities which assist to dispel rumors and assist with the peace keeping/building efforts; working in partnership with law enforcement representatives to develop dialogues to resolve conflicts, tensions and misunderstandings between residents and the community; and outreach to community partners, local stakeholders, law enforcement agencies, schools, community organizations, faith-based institutions and other businesses/agencies ensuring communication and participation in programs offered to stimulate peace within the housing developments.

## **6. Los Angeles Violence Interruption Training Academy (LAVITA)**

The Los Angeles Violence Intervention Training Academy, known as LAVITA, focuses on the development of a singular training academy for Community Intervention Workers that incorporates theory, practice, professional standards, and relevant curriculum in five areas of competency including Concrete Tasks, Personal Development, Direct Practice Techniques, Applied Theory, and Broader Policy Issues.

A Professional Standards Committee (PSC) within the Urban Peace Academy (overseen by Advancement Project) has been created to develop 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. The curriculum for the 140-hour Basic 101 Certification course, which all GRYD contracted Community Intervention Workers will be required to complete, trains intervention workers in the five core competency areas.

All Community Intervention Worker staff will be required to participate and successfully complete the Los Angeles Violence Intervention Training Academy – Basic 101 Course or Grandfather Policy. In addition, CIWs will be expected to participate in ongoing advanced training through LAVITA.

## **7. Family Case Management**

Family case management services are defined as linking the client to existing services to meet his/her needs within the community. Case management staff will work closely with their assigned Regional Manager 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 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 be limited to:

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

Case management staff will provide family case management services to a minimum of 65 gang members, gang-involved or gang associated youth and young adults between the ages of 14 and 25. Enrollment is expected to be fluid, and the 65 Clients enrolled at the end of the contract may not be the same as the 65 Clients originally enrolled. Additionally, Case management staff will serve individuals recently released from incarceration. A minimum of 10% of Clients provided with case management services will be re-entry clients.

Case management staff will deliver family case management services to clients on a six month cycle. Case management staff will integrate strength-based genograms into the case management process. The purpose of the strength-based genogram is to help clients see themselves within the context of a multi generational family and to help move them toward establishing a stronger individual identity that will serve to counteract the negative influence of the gang. GRYD will provide the training and guidance to prepare Case management staff on implementation of the genogram.



## The Family Case Management Process

### *Phase I: Referral and Assessment*

At this stage, Case management staff will receive referrals for services. These referrals may come from community based organizations, or most often from CIW's. Case management staff will review the referral and determine whether the referral is eligible for services. In this process, Case management staff will collect and document, at a minimum, the following information:

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

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

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

If the client is eligible for services, Case management staff will schedule a meeting with the client and family (mandatory if youth is younger than 18) to conduct an assessment and build a service plan. If the client is not eligible, Case management staff will provide the client with a referral for more appropriate services, and maintain documentation of this referral.

At the assessment meeting, Case management staff will engage the client and his/or family and collect information related to the client's service needs and basic information that will be used to assess progress over time. At a minimum, Case management staff will collect the following information:

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

- Critical barriers
- Their level of “social embeddedness” in the gang

#### *Phase 2: Building Agreements (Month 1 of Services)*

Following the client's assessment, Case management staff will meet with the client and his/her family to develop a service plan (i.e., appropriate referrals for services) and begin working on the client's genogram. The staff will be comprised of a case manager and a Community Intervention Worker. The following meetings will be required on a monthly basis:

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

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

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

During these phases of services, the staff will work with the client to provide support and to monitor whether the client is following through with service referrals and if so, his/her progress in those services.

#### *Phase 7: Reassessment (Month 6 of Services)*

In Phase 7, the staff will reassess the client. At a minimum, the following information will be collected based on the client's situation at this stage:

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



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

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

Based on an assessment of these outcomes, the staff will decide whether the client has made "sufficient progress" and can exit the program. If the client has made sufficient progress, he/she will exit the program; however, if the client has not made sufficient progress, he/she may remain in the program for another six month cycle of case management services. Clients that have been receiving case management services for a period of a year will require a progress evaluation in order to continue receiving services.

#### *Phase 8: Follow-Up (Month 7 to 1 Year)*

The staff will make one collateral contact per month for three months after the client has stopped receiving services to check on their progress. At one year after the services start date, the staff will contact the client and collect the following information:

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

If the staff discovers that the client is struggling and needs substantial assistance, the client may return to services for an additional cycle of services.

### **8. Gun Buyback Program**

All project staff members will be required to collaborate with the Mayor's GRYD Office in the annual Gun Buy Back program. Staff will be responsible for assisting in the dissemination of materials and in conducting outreach, as well as implementing strategies to reduce possession of illegal guns in the housing developments of Watts.

### **9. Summer Night Lights Program**

Summer Night Lights (SNL) – All project staff will be required to participate in planning meetings with each of their Summer Night Lights Programs at the public housing developments. Planning items will include, but not be limited to: a) establishment and maintenance of cease fire agreements prior to and for the duration of the program in the neighborhoods surrounding SNL sites; b) providing violence interruption and crisis response services for the duration of the program; c) participation in the SNL work groups; d) participation in SNL specific gang



intervention training; e) participation in trainings required for SNL staff; f) collaboration with all SNL partners in strategies designed to diffuse potential retaliatory violence; g) designing and implementing late night programming aimed at reducing potential violence in the late hours of the SNL program; h) engaging local gang members to participate in activities leading up, during and post-SNL and i) designing and implementing safety strategies for youth and families coming to and leaving the SNL sites. In specific cases, SNL Community Intervention Worker teams may be expanded to meet the needs of the program.

## **10. Performance Accountability**

All project staff will be responsible for collecting and submitting data related to the following performance measures to assess the effectiveness of services and how well the Model was implemented.

Project staff will be held responsible for improving outcomes for clients by minimally 5% and/or measurable change that reach statistical significance between baseline measures collected at intake and re-testing at six months and one year in the following areas:

### *Crisis Response and Proactive Peace-Keeping*

- Reduction in gang crime in target area
- #/% of GRYD staff, project staff, law enforcement, and Community Intervention Workers who feel their relationship triangle is effective in facilitating communication and collaboration (i.e., effective in dispelling rumors, identifying the need for immediate mediation, facilitating immediate mediation, and maintaining peace through funeral services when applicable)

### *Family Case Management*

- #/% of gang-involved clients that reduce their level of gang "embeddedness"
- #/% of gang-involved clients involved in criminal activities
- #/% of gang-involved clients who find employment
- #/% of gang-involved clients who enrolled or complete their high school degree/GED
- #/% of gang-involved clients who are enrolled or receive training in a trade
- #/% of gang-involved clients who pursue higher educational degrees
- #/% of clients who have acquired a driver's license and any other basic identification information
- #/% of gang-involved clients who increase their positive connectedness to their multi-generational, non-gang family.

To assess how well the intervention case management services are implemented, the following process measures will be assessed:

#### *Crisis Response*

- # of incidents responded to by GRYD staff and community intervention workers
- #/% of positive gang interactions such as treaties/truces/agreements, basketball games, handball tournaments and peace marches that involve rival gang members as participants.

#### *LAVITA*

- #/% of participants who successfully complete LAVITA
- # of hours successfully completed by participants

#### *Family Case Management*

- #/% of eligible clients served by case management staff
- #/% of participating clients who complete the program successfully
- #, type, and amount of services received by clients and families
- #/% of participating clients that attend services on a regular basis

### **11. Evaluation and Data Collection**

GRYD will designate at least one staff person to (1) manage and oversee internal data collection for crisis response and family case management services and (2) communicate with representatives to oversee data collection, training, and evaluation. Project staff will be required to maintain up-to-date records using a web-based database provided by GRYD on a regular basis. The following information will be required:

#### Crisis Response

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

#### Family Case Management

1. Case management staff must log all referrals and related information
2. Case management staff must log status information for all referrals who receive a follow-up
3. Case management staff must collect baseline measures for all referrals who agree to receive services (i.e., clients) using both Initial Meeting Form and by administering the USC gang involvement surveys.
4. Case management staff must complete the Client Service Plan and keep it maintained throughout the time the Client receives services



5. Case management staff must log all activities scheduled and implemented for Clients
6. Case management staff must reassess Clients after 6 months of services by re-administering the baseline measures
7. Case management staff must administer baseline measures 1 year after enrollment whether the client is still receiving services or not.

#### Tri-Annual Reports

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

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

#### Exit Surveys

Case management staff will work with GRYD evaluators to provide an exit survey to all clients and their parents/caregivers/family upon at reassessment or upon completion of the services.

#### Genogram

Case management staff will retain a copy of the Client's genogram for each phase. GRYD may request a copy of the family's genogram be sent to evaluators upon the client's successful or unsuccessful completion of intervention programming,

Attachment II

Mayor's Office of Gang Reduction and Youth Development:  
Watts Regional Strategy - Position Descriptions

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**Mayors Office/LACC - Watts Regional Strategy**  
**Project Coordinator/Supervising Case Manager**  
**Job Description/Responsibilities**

The GRYD Project Coordinator/Supervising Case Manager will oversee all program management functions including program implementation and oversight of the case management component, community relations, and technical assistance of the GRYD comprehensive strategy.

**Project Coordinator Duties/Responsibilities:**

- Administer and facilitate the comprehensive Gang Reduction and Youth Development strategy and all of its components within the Mayor's Office for the Watts Regional Strategic Area.
- Implement gang prevention and intervention initiatives and specific programming in the Watts Community (i.e. crisis response, Summer Night Lights oversight, gang specific task forces);
- Coordinate and supervise the case management component, Safe Passage Program, Peace Ambassadors Program, and Fathers/Family Projects;
- Establish, develop and maintain case plans for a minimum of 15 clients and their families that are participating in the Watts Regional Strategy area;
- Assist program clients with program follow-up including one collateral contact per month for three months after successful completion of program cycle; Maintain collateral contacts for communication and success of individual case plans
- Conduct reassessment of enrolled program clients to ensure at least 6 month level successful completion of programmatic goals;
- Assist program clients with support services which aids them in maintaining ongoing linkages to follow through on program goals;
- Serve as a liaison for internal/external working groups such as LAPD, HACLA, community residents, and providers to ensure GRYD goals and objectives remain at the forefront;
- Maintain and foster on-going relationships with the GRYD Inter-relational triangle (LAPD, GRYD, Intervention);
- Assist with the development and review of internal documents related to program development and implementation;
- Assist with the oversight and monitoring of GRYD contractors;
- Prepare and maintain crisis response documentation, reports and statistical information on weekly and monthly basis;
- Participate, coordinate, facilitate and attend Regional Meetings, workshops and trainings with community based organizations, leaders, organizations and other government related entities;



- Provide technical assistance to GRYD contractors/staff, providing direct programming, training, leading workshops, etc.;
- Provide program updates to Mayor's Office, City Council, and Council Committees, including the Public Safety Committee;
- Coordinate and implement a Community Action Team and community event planning in support of comprehensive gang reduction strategies;
- Implement Community Education Campaign initiatives in coordination with gang prevention and intervention providers; working closely with local educational institutions, such as LAUSD and LACOE in educating staff on GRYD initiatives;
- Ensure participation and collaboration from local stakeholders including law enforcement, schools, community organizations, juvenile justice agencies, and faith-based institutions;
- Coordinate and implement the Mayor's Summer Night Lights program at designated Watts parks and recreation centers during the summer months;
- Support GRYD activities including but not limited to Gun Buyback, Training (GRYD intervention model of practice, interdisciplinary team, Los Angeles Violence Intervention Training Academy, case management, peer learning network) and Gang Violence Intervention (responding to gang-related incidents).

**Requirements:**

- Must be at least 21 years of age and possess a valid California driver's license.
- Must have the ability to work with a diverse population and have knowledge and the understanding of working in areas with gang members and their families.
- 3-5 years experience with administering juvenile delinquency/gang prevention and intervention/reentry programs and contract administration
- Graduation from an accredited four-year university with major course work in public administration, sociology, psychology, social work or a related field; Master degree in above-mentioned fields preferred but not required.
- Ability to communicate effectively orally and in writing;
- Ability to analyze complex information and develop plans to address identified issues;
- Ability to effectively demonstrate negotiation and facilitation skills;
- Ability to deliver professional presentations in both local and national arenas addressing juvenile delinquency/gang prevention strategies;
- Contract administration and basic grant budgeting processes;
- Excellent time management skills, well-organized, detail-oriented and able to work both independently and under minimal supervision;
- Ability to work as part of a program administration team;
- Ability to understand, interpret, apply and communicate complex regulations, policies and procedures; and



- Strong interpersonal skills to develop and maintain cooperative, professional and productive work relationships.
- Bilingual in English and Spanish desired but not required.

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## **Mayors Office/LACC - Watts Regional Strategy Case Manager**

### **Job Description/Responsibilities**

#### **Case Manager Duties/Responsibilities:**

- Administer the comprehensive Gang Reduction and Youth Development strategy and all of its components within the Mayor's Office for the Watts Regional Strategy Area;
- Establish, develop and maintain case plans for a minimum of 25 clients and their families that are participating in the Watts Regional Strategy area;
- Assist program clients with program follow-up including one collateral contact per month for three months after successful completion of program cycle; Maintain collateral contacts for communication and success of individual case plans
- Conduct reassessment of enrolled program clients to ensure at least 6 month level successful completion of programmatic goals;
- Assist program clients with support services which aids them in maintaining ongoing linkages to follow through on program goals;
- Oversee and maintain client files, program tracking, scheduling, follow-up sessions and coordinating program reports;
- Ensure that prescribed case managed sessions, one on one counseling, referrals of clients, school visits, home visits, community service projects, tutoring, and mentoring sessions are scheduled and complied with;
- Ensure that enrolled clients are participating and completing individualized and group activities which leads to complete and comprehensive services of the client;
- Conduct/Organize individual and group impact sessions, conflict resolution classes, promotion of violence prevention, peace efforts, education, communication techniques, and developing accessing promising material for referred gang involved youth and their families;
- Establish and maintain ongoing relationships with enrolled clients and their families; intervening as needed in encouraging youth and their families to establish programmatic programs/levels which encourages overall levels of connectedness utilizing the completion of the three-generational strength based genograms (family tree);
- Monitor and utilize the family system and social identity theory as a guide for the family safety program component theory of change;
- Monitor program components which engage multi-generational family systems approach and community resiliency by engaging effective problem solving communication skills and the effective communication framework;



- Establish and maintain community organizing efforts that uses group development concepts to engage families in activities aimed at reducing levels of violence, enhancing group dynamics and building community resiliency factors in and around the Watts community;
- Work comprehensively with youth and family members who have or have been victims of gang related incidents by providing wrap around services;
- Maintain and submit monthly and weekly reports, attend assigned meetings and build relationships with CBO's, agencies, law enforcement personnel, government programs/offices and local community programs;
- Participate in outreach activities/events to be able to relate to youth and their families;
- Assist Mayors Staff, LAUSD, School Administrators, Teachers, and Counselors with identifying and selecting designated identifiable participants;
- Participate in events, programs and special activities which promotes the overall goals and objectives of the Mayors Office;
- Implement gang prevention and intervention initiatives and specific programming in Watts (i.e. crisis response, Summer Night Lights oversight, gang specific task forces);
- Provide technical assistance to GRYD contractors providing direct programming;

**Requirements:**

- Must be at least 21 years of age and possess a valid California Driver's License.
- Must have the ability to work with a diverse population and have knowledge and the understanding of working in areas with gang members and their families.
- Must have knowledge of tutoring, mentoring and counseling procedures, educational system, justice system, and regulations and laws that affect this field of work.
- 3-5 years experience with administering juvenile delinquency/gang prevention and intervention/reentry programs and contract administration
- Graduation from an accredited four-year university with major course work in public administration, sociology, psychology, social work or a related field required; a Masters Degree in Social Work required.
- Ability to communicate effectively orally and in writing;
- Ability to analyze complex information and develop plans to address identified issues;
- Ability to effectively demonstrate negotiation and facilitation skills;
- Ability to deliver professional presentations in both local and national arenas addressing juvenile delinquency/gang prevention strategies;

- Excellent time management skills, well-organized, detail-oriented and able to work both independently and under minimal supervision;
- Ability to work as part of a program administration team;
- Ability to understand, interpret, apply and communicate complex regulations, policies and procedures; and
- Strong interpersonal skills to develop and maintain cooperative, professional and productive work relationships.
- Bilingual in English and Spanish desired but not required.

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## **Mayors Office/LACC - Watts Regional Strategy**

### **Lead Community Intervention Workers**

#### **Job Description/Responsibilities**

The Lead Community Intervention Worker will work in conjunction with the Regional Manager, Project Coordinator/Supervising Case Manager, and the Community Intervention Worker staff. The Lead Community Intervention Worker will provide violence interruption services to the designated geographical area assigned and have a working knowledge of the GRYD area, gangs and community. The Lead Community Intervention Worker will serve as the primary intervention point of contact.

#### **Lead Community Intervention Worker Duties/Responsibilities:**

- Provide violence interruption and crisis response activities to specific gang-related confrontations while working to mediate and diffuse conflict tensions and actively promote peace-building activities including responding to: crime scene, hospital, family home and community.
- Function as the primary intervention point of contact for the designated GRYD area.
- Work in collaboration with GRYD and other agencies as it relates to communicating with LAPD on all incidents within the GRYD zone.
- Maintain a high degree of professionalism and staff supervision for all Intervention worker assigned; set the example for the intervention team and consistently provide mentorship.
- Ensure community intervention staff follows the Violence Interruption and Crisis Response Protocol.
- Identifies staff coverage to comply with the 24/7 staff coverage week schedule to respond to calls regarding gang-violence confrontations, shootings, aggravated assaults, homicides and other violent incidents with 15 minutes after receiving RACR/GRYD notification.
- Serve as the designee to oversee and manage the internal data collection for GVI and Family Case Management Services. Ensure that the maintenance of daily/weekly logs and records of all incidents are completed and compiled within 72 hours of being contacted. This includes maintaining the Crisis Response Incident Reporting Forms for follow-up activities related to crisis response incidents.
- Ensure regular communication with GRYD and other staff regarding the overall coverage of the GRYD zone and surrounding areas.
- Supervise and offer service delivery of support services for victims, families and the community as it relates to incidents of violence including victim's assistance and resource informational material.
- Assist and organize truces, dispel rumors and assist with the peace keeping/building efforts including peace marches, community awareness campaigns and anti-violence related activities.



- Develop and build collaborative efforts with agencies, GRYD and other designated services to address any issues or situations that may arise within the GRYD zone.
- Serve as the representative/liaison with local gangs to develop dialogues/conversations, resolve conflicts, tensions and misunderstandings between gangs and focus on troubleshooting efforts to identify solutions to problem solving within the GRYD zone.
- Have knowledge and understandings of African American and Latino gangs in the designated GRYD zone.
- Identify potential areas that may have an impact on the safety of the designated GRYD zone area.
- Assess and develop an action plan to address potential gang escalation for non-violent and violent offenses facilitated by gang members living and re-entering into the designated community.
- Work in collaboration with law enforcement and other identified agencies to ensure safety in designated GRYD zone area.
- Collaborate with other Community groups, faith-based and public institutions, on activities and programs that target youth and adult gang populations and their families.
- Initiate positive pathways for gang involved youth and adults that voice an interest in an alternative gang lifestyle including mentoring, service referrals, employment, sporting events, etc.
- Refer potential clients who are gang-involved or gang affiliated to designated GRYD intervention and Prevention programs.
- Coordinate/assist with the Safe Passage programs (to and from) for local schools within the designated area.
- Participate in regular CompStats sessions, LAPD meetings and GRYD meetings arranged by the Mayor's Office.
- Attend required training sessions (Intervention Model of Practice, PLN's, LAVITA, The Intervention Family Case Management Process, etc.) and participate in assigned GRYD programmatic functions (Interdisciplinary Teams, Gun Buyback, Community Action teams, Summer Night Lights, Community Education Campaign).
- Work in collaboration with all partners to ensure safety in and around identified sections, areas and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Identify track and address potential hot spots that may have an impact on safety in and around sections, areas, and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Coordinate and work with other assigned staff members to meet the goals and practices of the Mayor's GRYD Office.

**Qualifications & Experience:** Applicant must be at least 21 years of age and possess a valid California driver's license. Applicant must have the ability to work with a diverse population and must be a team player. Have knowledge and the understanding of working with gang members and their families, Be able to



supervise and communicate one on one, in group settings or in public environments and in written form with staff and other community partners. Possess an understanding of working with troubled youth living in high impact crime zones. Must be able to successfully pass Background Investigation through Live Scan and must have proper employment documentation. Bilingual in English and Spanish desired but not required.

**Education:** Any combination of education (high school diploma-college credits) life experience, volunteering with at risk population or their families or any other qualifying certification in this field of work will be reviewed. Gang Intervention Certification or Training preferred.

**Mayors Office/LACC - Watts Regional Strategy**  
**Community Intervention Worker**  
**Job Description/Responsibilities**

The Community Intervention Worker will work in conjunction with the Regional Manager, Project Coordinator/Supervising Case Manager, and Lead Intervention Workers. The Community Intervention Worker will provide violence interruption services to the designated geographic area and have a working knowledge of the GRYD coverage area, gangs and community.

**Community Intervention Worker Duties/Responsibilities:**

- Provide violence interruption and crisis response activities to specific gang-related confrontations while working to mediate and diffuse conflict tensions and actively promote peace-building activities including responding to: crime scene, hospital, family home and community.
- Respond to calls within 15 minutes after receiving notification regarding gang-violence confrontations such as shootings, aggravated assaults, homicides, and other violent incidents on a 24/7 basis.
- Log and maintain records of all incidents within 72 hours of being contacted; and log all follow-up activities related to crisis response incidents by maintaining the Crisis Response Incident Reporting Form.
- Offer support services for victims, families and the community as it relates to incidents of violence including victim's assistance and resource informational material.
- Organize truces, dispel rumors and assist with the peace keeping/building efforts including peace marches, community awareness campaigns and anti-violence related activities.
- Serve as the representative/liaison with local gangs to develop dialogues/conversations, resolve conflicts, tensions and misunderstandings between gangs.
- Have knowledge and understandings of African American and Latino gangs in the designated GRYD zone.
- Identify potential areas that may have an impact on the safety of the designated GRYD zone area.
- Assess and develop an action plan to address potential gang escalation for non-violent and violent offenses facilitated by gang members living and re-entering into the designated community.
- Work in collaboration with law enforcement and other identified agencies to ensure safety in designated GRYD zone area.
- Collaborate with other Community groups, faith-based and public institutions, on activities and programs that target youth and adult gang populations and their families.



- Initiate positive pathways for gang involved youth and adults that voice an interest in an alternative gang lifestyle including mentoring, service referrals, employment, sporting events, etc.
- Refer potential clients who are gang-involved or gang affiliated to designated GRYD intervention and Prevention programs.
- Coordinate/assist with the Safe Passage programs (to and from) for local schools within the designated area.
- Participate in regular CompStats sessions, LAPD meetings and GRYD meetings arranged by the Mayor's Office.
- Attend required training sessions (Intervention Model of Practice, PLN's, LAVITA, The Intervention Family Case Management Process, etc.) and participate in assigned GRYD programmatic functions (Interdisciplinary Teams, Gun Buyback, Community Action teams, Summer Night Lights, Community Education Campaign).
- Work in collaboration with all partners to ensure safety in and around identified sections, areas and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Identify track and address potential hot spots that may have an impact on safety in and around sections, areas, and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Coordinate and work with other assigned staff members to meet the goals and practices of the Mayor's GRYD Office.

**Qualifications & Experience:** Applicant must be at least 21 years of age and possess a valid California driver's license. Applicant must have the ability to work with a diverse population and must be a team player. Have knowledge and understanding of working with gang members and their families. Be able to communicate one on one, in group settings or in public environments and in written form. Possess an understanding of working with troubled youth living in high impact crime zones. Must be able to successfully pass Background Investigation through Live Scan and must have proper employment documentation. Bilingual in English and Spanish desired, but not required.

**Education:** Any combination of education (high school diploma-college credits) life experience, volunteering with at risk population or their families or any other qualifying certification in this field of work will be reviewed. Gang Intervention Certification or Training preferred.

## **Mayors Office/LACC - Watts Regional Strategy**

### **Safe Passage Facilitators**

#### **Job Description/Responsibilities**

The Safe Passage Facilitators will work in conjunction with the Regional Manager, Project Coordinator, and the Crisis Intervention Worker. The Safe Passage Facilitators will provide assistance to the youth and parents with safe access (to and from) to the various schools, found within the Watts community.

#### **Safe Passage Facilitators Responsibilities:**

- Ensure effective coordination and integration of safe passage strategies and activities at local schools, community and surrounding areas in conjunction with GRYD Regional Manager (s), LAPD, LAUSD, Partnership Programs, Crisis Intervention Workers, Peace Ambassadors, Family/Father's Groups, and additional stakeholders, and other partners;
- Coordinate/Facilitate safe passage programs immediately before and/or after school along designated school and safety routes;
- Work in collaboration with all partners to ensure safety in and around identified sections, areas and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Identify track and address potential hot spots that may have an impact on safety in and around sections, areas, and routes of the Watts Regional Strategic Plan Safe Passage Program;
- Collaborate outreach to non traditional community partners ensuring communication, participation with local stakeholders, law enforcement agencies, schools, community organizations, juvenile justice agencies, and faith-based institutions;
- Identify safe routes that are clearly marked and easily identified by all program partners;
- Communicate with partners when volatile situations occur and assist with rumor control in the case of an incident or potential incident in areas/routes in the Watts Regional Strategic Plan Safe Passage Program incidents can include (i.e: fights, trash talking, pocket checking, and/or serious gang related incidents);
- Maintain Safe Passage Program incident tracking log, documenting incidents/program incidents and facilitator follow up; prepare data collection forms and monthly status reports;
- Attend and participate fully in all program trainings, meetings and planning sessions;
- Promote participation in Watts Regional Strategic Plan activities (i.e.: sports leagues, resource fairs, father's groups, community meetings etc...);
- Provide referrals as needed to community members for Watts Regional Strategic Plan services and/or other identified community services;



- Assist with the development and review of Safe Passage documents related to program development and implementation;
- Provide input and recommendations to create a comprehensive framework for the program(s) in the area;
- Review and provide recommendations and efforts to ensure that the overarching goals and objectives of the program are met;
- Assist with the identification of partnerships and other efforts that will assist in implementing/sustaining safe passage efforts and activities;
- Seek input from the local community for effective program implementation.

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## **Mayors Office/LACC - Watts Regional Strategy Community Peace Ambassadors Job Description/Responsibilities**

The Community Ambassadors will work in conjunction with the Regional Manager, Project Coordinator, and other assigned staff. The Community Peace Ambassadors will provide assistance to the youth, families and community in the area of developing and implementing programs to promote peace throughout the Watts community.

### **Community Peace Ambassador Responsibilities:**

- Coordinate/Facilitate programs that help develop and create connection that aid in the building of peace and reducing tensions;
- Work in collaboration with all partners to ensure community participation in and around the Housing Developments of Watts;
- Collaborate and outreach to community partners, local stakeholders, law enforcement agencies, schools, community organizations, faith-based institutions and other businesses/agencies ensuring communication and participation in program offered to stimulate peace within the housing developments;
- Participate/Plan peace marches, vigils, anti-violence community awareness campaigns, and other related activities which assist to dispel rumors and assist with the peace keeping/building efforts;
- Serve as the community representative/liaison, collaborating with the Mayors Office staff and law enforcement agency to develop dialogues/conversations to resolve conflicts, tensions and misunderstandings between residents and the community.;
- Provide input and recommendations to create a consistent dialogue with community residents and various agencies to create avenues for peace engagement;
- Perform and engage in other duties as assigned.



**ATTACHMENT 8**

**CALIFORNIA STATE UNIVERSITY, LOS ANGELES  
SCOPE OF WORK (DRAFT)**

**California State University, Los Angeles (CSULA) - Proposed Scope of Work**

**July 1, 2013 - June 30, 2014**

For the purposes of the contract with the City of Los Angeles' Gang Reduction and Youth Development (GRYD) Office, Denise C. Herz, Ph.D. will provide the following services to the GRYD Office.

1. Facilitate communication and any appropriate revisions of the evaluation scope of work between the Gang Reduction and Youth Development Office, the Evaluation Advisory Committee, and Urban Institute.
2. Work with external evaluator to ensure that evaluation findings are presented in relationship to the GRYD Comprehensive Model framework (e.g., translating findings into performance measures).
3. Direct and supervise staff tasks in the Research and Evaluation Division.
4. Direct and supervise staff tasks related to data collection and audits in the Prevention/FCM Oversight Group.
5. Provide supervision for the on-going development of the GRYD database.
6. Review and provide feedback on all data and evaluation reports produced internally and by the external evaluation contractor.
7. Provide on-going consulting to the GRYD Office on research and evaluation issues as well as the refinement of the Comprehensive Strategy.
8. May be required, with prior notice, to testify before Council on research related items.
9. A research assistant and Project Manager, Molly Kraus, will assist Dr. Herz in her responsibilities particularly as they relate to the oversight of tasks by the GRYD Research and Evaluation Division.



## **ATTACHMENT 9**

### **UNIVERSITY OF SOUTHERN CALIFORNIA (USC) SCOPE OF WORK (DRAFT)**

**University of Southern California**  
**Scope of Work: Conceptual Development for Intake and Outcome Measures for the LA GRYD**  
**Gang Prevention and Intervention Programs**  
**July 2013- June 2014**

The USC group is supporting the GRYD Prevention efforts in several ways:

- 1) ongoing development and support for the use of the YSET assessment, including the development and inclusion of a self-differentiation measure;
- 2) ongoing review of each INTAKE interview including follow-up on missing data, scoring for eligibility and screening for gang-involvement;
- 3) preparation of individual feedback reports for each client documenting the risk factors present at INTAKE – sent back to the agency within 7 days;
- 4) coordinate with the evaluation team by notifying them of new clients eligible for the prevention program so they can be randomly assigned to the Model or Traditional program, recording the random assignment made and notifying the agency of the assignment on the feedback report;
- 5) periodic training and support for those administering the INTAKE YSET interview; provide periodic reports to GRYD Prevention Program managers on YSET-I statistics by zone and also periodic data sharing with the evaluation team;
- 6) support for the challenge process;
- 7) maintain a comprehensive data base including the baseline risk factor data (assessment responses) and other information collected on the INTAKE interview, findings, program assignment and other contextual information;
- 8) provide monthly and triannual reports to the GRYD Research and Evaluation Division the Prevention Services Oversight revention Program managers on INTAKE eligibility statistics by zone and also periodic data sharing with the evaluation team;
- 9) providing raw data for the YSET-I and SBT-I tests to GRYD for archiving purposes and the outside evaluator for analysis purposes on schedule to be determined.

YSET Retest (YSET-R):

The USC group is supporting the evaluation of GRYD Prevention efforts in several ways:

- 1) take over the random assignment responsibilities on an interim basis – maintaining the same procedures that have been used by the Urban Institute;
- 2) periodic training and support for those administering the RETEST interview.

Social Embeddness Tool (SET):

- 1) ongoing development of a conceptual framework based on existing empirical literature and local findings that provide a foundation for measuring change over time among intervention clients as well as ways to document key outcomes related to reducing involvement in gang activities (i.e., development of the social embeddedness tool);
- 2) meet with intervention providers as needed to discuss and receive feedback on the content and implementation of the social embeddedness tool (SBT);
- 3) work with GRYD and research colleagues to develop a feedback report that is useful for the service providers as well as the evaluation partner for tracking intervention case management program progress.
- 4) assist GRYD staff in the training for full implementation of the social embeddedness tool across all GRYD zones;
- 5) ongoing review of each SBT-INTAKE (SBT-I) interview including follow-up on missing data and scoring of the tool;



- 6) preparation of individual feedback reports for each client documenting the level of embeddedness present at INTAKE – sent back to the agency within 7 days;
- 7) ongoing review of each SBT-INTAKE (SBT-R—conducted during reassessment phases) interview including follow-up on missing data and scoring of the tool;
- 8) preparation of individual feedback reports for each client documenting the level of embeddedness present at RETEST– sent back to the agency within 7 days;
- 9) provide periodic reports to GRYD Intervention Regional managers on SBT-I statistics by zone and also periodic data sharing with the evaluation team;
- 10) review and analyze the accumulating data, consult with program managers and research colleagues, and make revisions to the interview and framework as needed.

**ATTACHMENT 10**

**HARDER + COMPANY COMMUNITY RESEARCH  
SCOPE OF WORK (DRAFT)**



## GRYD Data System & Technical Support Presentation of Options

(May 2013)

Since 2011, Harder+Company has worked closely with the GRYD office to design and support an online ACCESS database that tracks client level data for prevention and intervention providers. As the GRYD initiative has evolved, the volume of data, programming, and reporting needs have grown beyond the current capacity of the ACCESS data system. Both Harder+Company and the GRYD staff recognize the need for a more stable and robust platform that can meet the evolving information and “real-time” reporting needs of the GRYD office and participating providers. This document outlines three database options and pricing for the initial implementation as well as ongoing licensing and maintenance fees. The matrix on page 2-3 provides a high-level comparison of costs and key features for consideration by the GRYD offices. More detailed proposals developed by the database vendors are included as appendices to this document. We suggest that GRYD staff demo one or more of these systems via webinar as part of the final selection process. Below, we highlight cost estimates to assist the GRYD office in determining an appropriate budget allocation for the 2013-14 fiscal year. We are happy to meet to further discuss which option would be the best fit for the GRYD initiative.

Summary of Estimated Costs		
Description/Task	Estimated Cost (range)	Suggested Budget Allocation (year 1)
Data system & implementation (database vendor)	\$50,000 to \$80,000	\$75,000
Annual data system fees (database vendor)	\$16,000 to \$40,000	n/a
Technical assistance (Harder+Company)	\$50,000 to \$70,000	\$60,000
		<b>\$135,000</b>

**Technical Assistance:** Harder+Company will continue to provide support for the development, implementation, and transition to the new data system in year one and beyond, as needed. A number of factors will impact the cost of technical assistance during the transition year (such as how long we’ll need to maintain the current ACCESS database) but we anticipate the **cost of technical assistance to range from \$50,000 to \$70,000**. Harder+Company will initially serve as Site Administrator, working closely with the data vendor and GRYD staff on the design and set-up, migration of data, report development, training and ongoing technical assistance. A more detailed cost estimate and scope of work can be developed once the GRYD office selects a data system and we have a realistic implementation timeline. We assume that the selected data vendor will have a separate contract with the GRYD office.

**Timeline:** Database vendors estimate a timeline of 3 to 6 months from the date a contract is signed between the GRYD office and the database vendor. This includes a discovery and design phase, system build out, training and data migration activities. Note that data vendors will not initiate any work without a signed contract. Thus any delays with contracts will results in a delayed transition.



This table outlines key characteristics and options for three data platforms that track individual client-level data for an array of social service programs. The cost does not include data migration which is typically assessed as part of the "discovery" phase, however based on initial conversations with vendors we estimate the cost at \$7-8k and Harder+Co can provide substantial assistance. We suggest a budgetary allocation of \$75k for the start-up costs and licenses fees for the 2013-14 fiscal year and will work with the GRYPD office to negotiate within or below that parameter.

	ETO (Social Solutions)		ServicePoint (Bowman Systems)	ClientTrack
<b>Description</b>	Efforts to Outcomes (ETO) is software designed to measure incremental progress of participants, understand effectiveness of programs, and demonstrate impact to funders and key stakeholders quickly and easily. Can be used for case management needs of direct service staff. Widely used. (www.socialsolutions.com)		Relational database technology allowing secure way to manage health and human services information. Provides robust client and referral tracking, case management, and agency and program indexing (www.bowmansystems.com)	Software can be tailored to meet client needs and work flows. User interface is appealing and easy to learn. Dashboards enable users quick access to key metrics; also used as case management tool. The company claims to be the closest competitor to ETO. (www.clienttrack.com)
<b>Customizable</b>	High		High	High
<b>Cost</b>	Annual subscription: \$29k re-occurring (includes hardware, software/license, customer support, disaster recovery, and hosting). <b>Start-up implementation fees: \$28k; GRAND TOTAL YR 1: \$57k (does not include data migration)</b>		Annual subscription fees: \$15,488. <b>Start-up implementation fees: \$29,200</b> (includes one-time fee for software/module set-up, fee for each user, managing the implementation process, and 4 days of onsite training. <b>GRAND TOTAL Y1: Approx. \$45k (does not appear to include data migration)</b>	Annual subscription fees: \$31k to \$50k depending on number of users. <b>Start-up implementation fees: Approx. \$60k</b> including migration of data, build out and training. <b>GRAND TOTAL Y1: Approx. \$77k</b>
<b>Ease of Use</b>	Beginner to intermediate computer user.		Beginner to intermediate computer skills. The product has a mobile application.	Beginner to intermediate computer skills. The product has a mobile application.
<b>Data Migration</b>	This quote assumes that we will upload the data via their batch upload to populate the system. They will need more info to provide an accurate cost estimate for custom migration		Migrating data will likely take longer than initial set-up	Estimate migration cost of \$7-8k



<b>Reporting Options</b>	Lots of standard reports, dashboards, and ways for system admin to build customized reports. Data exportable into Excel. This quote includes 24hrs of custom training for initial report writing & assistance and future self-sufficiency.	They have 60-70 canned reports and can create customized reports. There are also various modules that are designed for difference types of social services	Standard reports, integrated data exploration system with a query designer to link tables, select variables, add data filters, etc. Data exportable into Excel.
<b>System Requirements</b>	Responds to any web browser. Best functionality with Internet Explorer. Can also upload data via their batch upload utility	Unknown	Cloud-based solution that can also be deployed in a "self-host" model for any organization that needs to manage their own database.
<b>Help Desk Support</b>	Various methods (email, phone, webinar, manuals, etc) for the basic functioning. Requires a local system administrator to handle the internal customization and training for new staff.	Unknown	Unclear if there is a Help Desk support. But provider online resources including the DSI Community which is an online site that allows users of ClientTrack to share ideas.
<b>Other clients</b>	Promise Neighborhoods, Youth Policy Institute, LAUP, many child welfare & probation depts	City of Santa Monica (homeless services)	Unknown
<b>Training</b>	Cost includes two physical trips - one for discovery and one for in-person training at "go live." Also includes training for 2 administrators and 2 report writers	They charge a fee for ServicePoint Training website (\$3,150),	Cost includes training but not travel expenses. Training is for system administrators as well as end-users.
<b>Timeframe</b>	Depending on data migration, approx 3-6 months from the date of signed contract	Depending on data migration, approx 3-6 months from the date of signed contract	Depending on data migration, approx 3-6 months from the date of signed contract
<b>Overall Assessment</b>	<b>Pros:</b> Innovative features and tools-Robust Reporting System. Overall quality of the product is very good. <b>Cons:</b> limited help desk support; some reported poor implementation process.	<b>Pros:</b> Likely has comparable features to other systems. <b>Cons:</b> Not as widely used, support and implementation experience is unknown.	<b>Pros:</b> Innovative features and tools-Robust Reporting System. <b>Cons:</b> We have not met anyone who is currently using the product. Higher annual subscription costs.

**Proposal to the GRYD Office  
YSET-R Scoring and Processing  
July 2013 – July 2014  
Submitted on May 17, 2013**

This proposal contains information about the processing and scoring of YSET-Rs for the GRYD Office during the 2013-14 fiscal year. The proposal is based on a 13-month project period (July 1, 2013 – July 31, 2014). YSET-Rs received during the first 12 months (July 1, 2013 – June 30, 2014) will be processed and scored and during the final month of proposed timeline (July 2014) Harder+Company would work on processing YSET-Rs that arrive in late June 2014 and produce the final tri-annual summary report.

The estimate is based on the following assumptions:

- It is estimated that Harder+Company would receive approximately 1,200 YSET-Rs during the 12 month period. This is based on the volume of YSET-Rs and YSET-Is that USC is currently receiving.
- Time has NOT been allocated in this proposal for the development of data shells, syntax for scoring YSET-Rs, provider summary reporting templates, and syntax and reporting templates for tri-annual reports. This proposal was developed with the assumption that these documents would be provided USC.
- Finally, time has NOT been allocated in this proposal for collecting and entering consent forms as well as cross checking YSET-R files with consent form files. This proposal is based on the assumption that all YSET-Rs that we receive already have a verified consent form on file.

The total cost estimates for this project is **\$63,000**. Additional details are provided on the following page.



GRYD YSET-R Processing and Scoring			
Task	Description	Total	Notes
1	<b>Project management.</b> On-going internal project management, monthly telephone meetings with the GRYD staff, and attendance at 2 - 3 quarterly PLN meetings.	<b>\$7,960</b>	All of these estimates are based on the assumption that we will receive syntax for YSET-R scoring, provider summary reporting templates, and syntax and reporting templates for tri-annual reports. Time has NOT been allocated for the development of these materials in these estimates.
2	<b>Entering and Processing YSET-Rs.</b> Includes time for contacting providers who did not submit complete YET-Rs, entering YSET-Rs received, and producing and sharing summary results with providers.	<b>\$45,600</b>	It is our understanding that summary feedback of YSET-R results are to be submitted to providers within two weeks of their submission. This estimate is based on USC's current volume of YSET-Rs and YSET-Is of approximately 1,200 YSET-Rs for a 12-month period.
3	<b>Tri-annual Reporting.</b> Harder+Company will provide tri-annual reports with the information about the number of YSET-Rs processed.	<b>\$5,920</b>	
	<b>Total hours</b>	<b>790</b>	
	<b>Total staffing cost(professional fees)</b>	<b>\$62,150</b>	
Direct Costs			
	Mileage and parking	\$100	
	Photocopying, mail, fax, and telephone	\$750	Lots of copying anticipated for printing of YSET-Rs.
	<b>Total for direct costs</b>	<b>\$850</b>	
	<b>Total budget amount</b>	<b>\$63,000</b>	

Should you have any questions about this proposal, please feel free to contact Loraine Park at 213.891.1113 or [lpark@harderco.com](mailto:lpark@harderco.com).