

Program Narrative – Attachment 1**Community Law Enforcement and Recovery (CLEAR) Program****(Project Design and Implementation)**

The Community Law Enforcement and Recovery (CLEAR) Program began in 1997 as an innovative City of Los Angeles/Los Angeles County partnership to combat gang violence in Los Angeles. The primary purpose of CLEAR is to facilitate the recovery of gang-infested communities. This is accomplished by decreasing gang crime in targeted communities through an effective, cross-agency collaboration with City and County criminal justice agencies. The CLEAR team includes the Los Angeles Police Department (LAPD), Los Angeles County Probation Department, Los Angeles City Attorney, Los Angeles County District Attorney, and the California Department of Corrections. The City of Los Angeles will dedicate 100% of its FY 2018 Justice Assistance Grant allocation to support the CLEAR program.

CLEAR has had a verifiable impact in decreasing gang crime and on maintaining lower levels of gang crime. In 2015, the City of Los Angeles, along with many other cities nationally, began experiencing an increase in crime. In 2016 extensive measures were taken on behalf of LAPD to deter crime activities. In 2017, crime started to decrease citywide. As of August 11, 2018, year there has been an overall decrease in Violent Crime by 2.2% in the City of Los Angeles year to date. In looking at 2018 to 2017 CLEAR sites, Violent Crime decreased by -6.5% in the same time period. This is a significant decrease in crime within CLEAR sites compared to the citywide decrease, which shows continued success of the CLEAR model resulting in significantly smaller increases in violent and gang-related crimes. Community members have also been meaningfully engaged in the process of community recovery. These members, along with government agencies (both within and outside the criminal justice system), have created innovative

¹ Los Angeles Police Department, ADSD

mechanisms to collaborate amongst themselves and with these communities. Furthermore, monthly activity reports are created to assist each site with monitoring and revising plans and strategies.

CLEAR Partners

The key to CLEAR's success has been the immediate availability of police officers, District Attorneys, City Attorneys, and Probation and Parole Officers in the defined primary and secondary target areas. The role of each team member is outlined below:

- **The Los Angeles Police Department** deploys officers who are designated to respond to gang-related criminal activity within their respective CLEAR target area, and coordinates law enforcement efforts to suppress gang crime.
- **The California Department of Corrections** monitors and closely supervises all parolees during their re-entry into society to avert them from engaging in criminal activity upon their release.
- **The Los Angeles County Probation Department** works with the City Attorney to ensure that gang members receive appropriate conditions of probation that prohibit association with other gang members, through curfews and restrictions on returning to designated areas.
- **The Los Angeles County District Attorney's Office and City Attorney's Office** vertically prosecute the most difficult cases generated by CLEAR unit arrests using novel and innovative prosecution strategies that may include granting cross-designation status to city prosecutors, so that cases can be effectively pursued in superior court. They also track all arrests made by the CLEAR unit and prepare reports on the progress of the prosecution efforts, from the point of arrest through the final court disposition of each case, including the length of imprisonment or the terms of probation ordered, and prepare and prosecute

civil injunctions against gang member activities within the CLEAR sites. CLEAR team members also collaborate with residents within each CLEAR site through the creation of a Community Impact Team (CIT). The CIT's focus is specifically on quality of life issues such as graffiti, litter and juvenile loitering. The CIT also facilitates a linkage between CLEAR's suppression efforts and other gang prevention and intervention programs. Community members on the CITs identify effective community organizations in their area and facilitate a relationship between those organizations and law enforcement agencies, which partner to secure support from individuals and businesses within the community.

Selection of CLEAR Sites

Areas with high rates of gang-related crime are generally selected as CLEAR sites. Within each site, there is a primary target area and a secondary target area, identified by LAPD Reporting Districts, which track all LAPD crime data. Primary target areas are comprised of those reporting districts with the most gang activity in the CLEAR site area. Secondary target areas are comprised of those reporting districts with a high level of gang activity, but at lower levels than in the primary target areas. Program resources are deployed first to the primary target areas and then to secondary target areas. This approach ensures that resources are efficiently deployed to areas with the most gang-related crime.

Goals, Objectives and Performance Measures

The goal of the CLEAR program is to reduce the propagation of gangs, gang membership, and gang-related criminal activity. An independent evaluation of the effectiveness of the CLEAR program is prepared and submitted to the CLEAR Executive Board on an annual basis. The Executive Board chooses the entity that will conduct the evaluation through a

competitive bidding process after sending out requests for proposals. The evaluation includes a description of the extent to which the project has accomplished the following:

- a) A decrease in gang crime in each CLEAR site;
- b) A decrease in violent gang crime in each CLEAR site; and
- c) The prosecution of those arrested for gang-related crimes in the CLEAR sites.

In addition, the CLEAR program will utilize the following performance measures consistent with Bureau of Justice Assistance Grant Program:

- a) Percent change in number of individuals arrested in a targeted group by crime type;
- b) Expected change in arrests;
- c) Percent change in reported crime rates in a community by crime type; and
- d) Expected change in crime rates.

An evaluation consultant will provide ongoing monthly, quarterly, and annual reports that contain comparative data analysis on crime reduction in the CLEAR sites. Details of the evaluation process include:

- Site Activity Statistics: On a monthly basis, collect data reflecting site activities. Provide law enforcement with access to an electronic web-based system to input collected data. Include numbers of arrests, prosecutions, and other related activities.
- On a quarterly basis, obtain and analyze gang crime data for all CLEAR sites using a statistical model approved by the CLEAR Executive Board. Compare site gang crime statistics to division-wide gang crime statistics.
- Create and distribute four semi-annual reports to be presented to the Board that will include the following content in one or more of the four reports:

- An implementation study that details how the program was implemented across all sites during the contract period, citing any challenges and successes as well as making recommendations for the future;
- Document all pertinent changes that occurred during the contract period, including but not limited to Reporting Districts, staff turnover, analysis of which sites have the greatest change in gang-related crime, etc.;
- A comprehensive overview that details CLEAR operations and outcomes in a historical, cross-site context; and
- An analysis of CLEAR's impact on each community including feedback from community members.

Program Evaluation

The Program Evaluation will conduct a review and analysis of a minimum of 2 of the County's JAG Programs to determine their overall effectiveness and value in continuing with the selected programs. The evaluation will also be looking to identify evidence-based practices as requested by the funding agency. An evaluation consultant will be selected by an informal competitive bid process to provide evaluation services for the City of Los Angeles. The scope of work will include data analysis for all primary and secondary target areas. Quarterly reports will be provided to the Executive Committee and data is used to address crime trends and deployment for each particular CLEAR site, as well as data collected for required reporting on the grant. Additional support will be provided for revisions and updates for the CLEAR operations manual and the ongoing evaluation of the Community Impact Teams.

Project Implementation

Funding from the JAG 818 award will be utilized for the salaries for nine City Attorneys, District Attorneys, and Probation Officers at each of the following CLEAR sites:

CLEAR site	City Attorney	District Attorney	Probation Officer
Northeast	X	X	X
Newton	X	X	X
Southeast	X	X	X
Foothill	X	X	X
Southwest	X	X	X
Boyle Heights	X	X	X
Ramona Gardens	X	X	X
Rampart	X	X	X
77th	X	X	X

Funding will ensure that program activities are not interrupted and that all staff can continue to dedicate their time to their roles within the CLEAR team. Funding will cover CLEAR staffing and grant administration for the entirety of the grant term, through September 30, 2020. As the fiscal agent for this grant, the Los Angeles Mayor's Office of Public Safety will obtain all necessary internal approvals to expend the grant and enter into formal agreements with the partner agencies. The operational teams in the CLEAR sites will continue to implement the specific CLEAR strategy for the identified area and continue coordination of services with the office of Gang Reduction and Youth Development (GRYD). The CLEAR Executive Committee will continue to oversee and monitor CLEAR activities in the target areas. CLEAR activities will be evaluated, and based upon the initial findings strategies in all sites, will be modified and expanded.

Project Management

The Mayor's Office of Public Safety will manage the City of Los Angeles Justice Assistance Grant Award Program. The Office has over a decade of experience in managing grant funds and a history of grant compliance. The Office is responsible for securing and administering

the City's State and Federal public safety and criminal justice grants, all of which require programmatic and fiscal audits.

The City and County of Los Angeles are grouped as disparate jurisdictions for this grant. The City will act as the fiscal agent and submit all required reports and grant adjustments, as needed. The City will ensure that County expenditures are in compliance with grant guidelines. The City and County will plan to expend the funding based on a 50-50 split of the total allocation (after the deduction of 10% of the award by the City of Los Angeles for the administration of the grant), amounting to \$1,004,040.90 each for the City and County respectively, and \$223,120.20 for administration.