

Attachment 3
Gang Reduction and Youth Development (GRYD)
Scope of Work for Prevention Providers
FY 2015-2016

Overview of Services to be Provided

Agencies that are contracted with the City of Los Angeles shall comply with this Scope of Work and the accompanying GRYD Prevention Services Handbook (“Handbook”).

The Contractor shall provide prevention services to youth between the ages of 10 and 15 years 3 months and their families (“Clients”) present in the contracted GRYD Zone using the GRYD Prevention Model of Practice (“Model”) described below and in the Handbook. Contractors shall provide services to up to 150 Clients. **The total number of Clients assigned to a Contractor may vary between GRYD Zones or based upon other factors determined by the GRYD Office. Each proposer is therefore encouraged to identify the full capacity of Clients it can serve, even if less than the maximum number of 150 Clients.**

1. Enrollment Requirements

Within the timeframe of this contract, each GRYD Zone Contractor shall maintain a caseload of up to 150 total Clients at any given time. At least 67% of the Clients must be served under the Model, and the remainder must receive Primary Prevention Services. Should a client graduate or become an unsuccessful closed case, an additional client shall be enrolled in the available service slot.

2. Eligibility Determination

A Client’s presence in GRYD Zone may be documented in their file using: (1) proof of residence in the GRYD Zone; (2) proof of attendance at an in-zone school; or (3) a written explanation establishing a 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. The age requirement must be met at the time the YSET is administered. Eligibility determination is only required once. If a Client moves out of the GRYD Zone, Contractor may continue to serve them as appropriate.

3. Data Measurements and Reporting

The Model extensively relies upon the use of data to determine the services appropriate for each Client and to methodically evaluate performance. The Contractor will use the Youth Services Eligibility Tool (“YSET”) to determine which type of services Clients will receive. All eligible Clients are served according to the Model. Clients that do not

have a rating of eligible on the YSET will have the opportunity to receive Primary Prevention Services.

II. SPECIFICATIONS

A. Scope of Services

1. Clients Served

The GRYD Prevention Model identifies two client types – Prevention Model Clients and Primary Prevention Clients. Each client type receives a prescribed service model, and contractor is required to deliver services according to the GRYD Prevention Services Handbook and Scope of Work. Contractor is required to deliver services and log all service delivery information into the GRYD database system in a manner consistent with the processes and policies outlined in the GRYD Prevention Services Handbook. At least 67% of Clients are to be identified as Prevention Model Clients and the remainder may be Primary Prevention Clients.

2. Prevention Model Clients

Prevention Model Clients will receive services based on the GRYD Gang Prevention Model of Practice, which was developed in consultation with internationally established experts in family systems theory. A minimum of 67% of the total number of clients served by the Contractor shall be Prevention Model Clients. The model consists of seven phases designed to focus on addressing problem behaviors associated to risk factors for joining gangs. These behaviors and risk factors determine whether a youth is eligible for a GRYD prevention program. The Prevention Model Client services are designed to take place over a six-month cycle of services divided into seven phases.

Youth and families are assigned to a case manager, who develops a youth and family service plan. Youth and families are given access to parent support groups, provided with linkages to other services, and required to participate in various meetings and development activities over a six-month cycle of services. In each phase of a six month cycle of services, agencies must host one (1) strategy session, two (2) family meetings, and one (1) individual meeting with the identified youth. In addition, in each six (6) month cycle of services, agencies must have each enrolled youth participate in at least ten (10) group youth development activities.

A. GRYD Prevention Model of Practice Scope of Services

The Contractor shall implement services consistent with the seven phases of the GRYD Prevention Model of Practice. Each phase (other than phase 1) represents one month of services provided to youth and their families.

1. 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 is used to build a service plan if the youth is deemed eligible.

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Minimum Requirements for Contractors in Phase 1:

- Provide detailed program expectations to the referral source.
- Document the problem definition according to the referral source.
- Document referral source expectations 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 Harder + Company (“Harder”) for scoring within 5 days after administration. (NOTE: Contractor shall comply with all policies and procedures related to submitting YSETs for scoring.)
- Complete any and all pertinent requirements on the ETO database.

In Phase 1, Contractor shall determine the client’s eligibility for the GRYD Prevention Model of Practice. Referrals are deemed eligible for services if (1) the youth and family meet the age and 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”, Harder will write the following on the feedback report “Consult back with GRYD Prevention/Intervention Team Report within 30 days.” This may apply to youth/families that fall between the prevention and intervention range. All “Consult” cases returned from Harder 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 Referral and Basic Client Information Form.

2. Phase 2-7: Implementation of the Prevention Model of Practice

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

A phase is completed when all required meetings have occurred. 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. Each phase will include at least:

- Two face-to-face family meetings at least one hour in length (15 minutes may be used for charting/data collection);
- One individual meeting at least one hour in length;
- One strategy session, at least 30 minutes in length (ten of those minutes may be used for charting). The meeting should be scheduled so that it is possible to review prior meetings as well as strategize for future meetings.

Each phase must also include:

- Continuous work on the family's strength-based genogram. This may be done by identifying new family members or by coaching around the relationships identified in the genogram.
- Developing and updating problem behaviors, strengths, and strategies.
- Assessment of progress as it relates to identified problem behaviors, strengths, and strategies.
- Agency staff, in collaboration with youth and families, have the discretion to determine whether or not to add and address new problem behaviors based on the progress made with already identified behaviors.

In addition, at minimum, each cycle must include:

- 10 group activities at least one hour in length (15 minutes may be used for charting).
- 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

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

Phase 2- Building Agreements: (1st month of services): 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. At this stage, the family and youth select 1-2 problem behaviors to address over the next month as they relate to

the YSET risk factors and any other relevant risk factors, and the contractor works collaboratively with the family to identify individual roles and responsibilities to help the youth make changes in his/her behavior. During phase 2, 1-2 problem solving strategies are implemented during family and individual sessions. During this phase, the family is guided through the initial steps of constructing a strength-based genogram (minimally three generations above the youth). Contractors must secure consent from parents/caretaker and youth for GRYD services.

Phase 3- Redefining: (2nd month of services): 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 the youth has made significant progress in addressing the 1-2 problems identified in Phase 2, another 1-2 problems are chosen. If sufficient progress was not made in Phase 2, agency staff must discuss new strategies to implement over the next month with the youth and family. In addition, the family and youth should continue to work on their strength-based genogram. Individual sessions and group activities are held to reinforce these activities.

Phase 4: Celebrating Changes: (3rd month of services): 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. Although agencies coordinate family events that are a form of celebrating progress, agencies are still required to guide families in coordinating their own celebration separate from the agency and agency staff. Family and youth continue to work on their strength-based genogram.

Phase 5: Mainstreaming: (4th month of services): 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: (5th month of services): The youth and family build on their success during this phase, 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.

Phase 7: Reassessment: (6th month of services): In this phase, reassessment constitutes the administration of the YSET-R to the youth as well as the completion of the reassessment worksheet. If sufficient progress has been made according to the phase 7 reassessment process, the youth and family are ready to “graduate” from the program. Graduation involves public recognition of the youth and family’s accomplishments. Even if sufficient progress has been made according to the reassessment process, the agency and the family can decide to complete a second 6-month cycle of services. A second 6-month cycle of services can also be applied to youth who have not made sufficient progress to graduate. Approval from GRYD for a second cycle of services is not required.

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 must be administered a YSET-R at the sixth month even if that is prior to phase 7. However, use the results from the YSET-R feedback report for reassessment once the client does reach phase 7.
- Collect data for the reassessment data collection form at the first meeting of the phase.
- Administer the surveys to the staff that have worked most closely with the client and the family at the strategy session. Administer surveys to the client at the individual client meeting and to the family at the family meeting.
- Assess “sufficient progress” and readiness for graduation from program at the end of the month.
- Agency and the family review and highlight significant progress made on the strength-based genogram. During cycle one, the requirements that constitute significant progress 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; and c) identification of relationships that the family has agreed to strengthen in the future.
- Phase 7 is subject to the same programmatic and time requirements as all other phases.

3. Reassessment and Graduation

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 Session, 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 that a youth and family is not ready to graduate from the program after a six-month cycle of services, he/she may continue services for one more cycle of services. If, at the end of the 2 cycles (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 GRYD staff and 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.

4. Strategy Session Required Tasks

Each agency shall be required to conduct strategy sessions for each Model client. It is up to the agency to determine which staff is appropriate to attend strategy sessions. However, strategy sessions should include at least one staff member in a supervisory role whose function in the session is to ensure GRYD Model fidelity. It is at the discretion of the Contractor to assign that person based upon skill sets, experience, and qualifications. Participation of staff in strategy sessions can be fluid across phases and should be guided by the current needs of the client/family. The function of the strategy sessions should be to focus the work with the family on decreasing specific problem behaviors associated with YSET risk factors.

There are three interrelated goals for the strategy session 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.

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 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.

Table 1: Definition of Meetings Required During the Implementation of the GRYD Prevention Model of Practice

Type of Meeting	Who is Included in the Meeting	Purpose of the Meeting	Length of the Meeting(s)
<p>Strategy Session (1 Time/Phase)</p>	<p>It is up to the agency to determine which staff is appropriate to attend strategy sessions. Strategy sessions should include at least one staff member in a supervisory role whose function in the session is to ensure GRYD Model fidelity. It is at the discretion of the contractor to assign that person based upon skill sets, experience, and qualifications.</p>	<ul style="list-style-type: none"> • Develop, implement, and track strategies and techniques used in each family, group activity, and individual session. • Assure that family, individual, and group activity sessions focus on the same 1-2 behaviors that are the focus of that month. • Assure that new strategies and new problem behaviors are implemented and addressed across, family, individual, and group activity sessions. • Serve as a supportive environment in which team members can hold each other accountable in addressing the 1-2 problem behaviors in family, individual, and group activity sessions. • Provide maneuverability and flexibility to each staff member to be able to hold youth and families accountable to agreed upon tasks in each phase of the Model. 	<p>Strategy Sessions shall be minimally thirty minutes in length, once per phase, per each youth/family. This includes 10 minutes that can be used for charting and data collection.</p>

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 pertinent agency staff member.	<ul style="list-style-type: none"> • Begin/continue work on the youth/family genogram. • Build agreement to implement a proposed family problem solving strategy to the identified 1-2 problem behaviors. • Follow up and support completion of genogram homework. • Review if family implemented recommended strategies. • Follow up and affirm youth’s individual efforts to reduce identified behaviors. • Identify and support strategies that support and reinforce the role of the parents/caretakers as effective decisionmakers on behalf of the family. <p>Cycle 2</p> <ul style="list-style-type: none"> • All of the above • In addition, utilize the genogram to coach and focus on strengthening contacts with individuals identified as positive connections. 	Family sessions shall be minimally one hour in length. This includes 15 minutes that can be used for charting, debrief, and data collection
Group Activities (10 times per Cycle)	Youth – Minimally one pertinent staff should be represented in the activity. Representative will chart behaviors and “coaching strategies.”	<ul style="list-style-type: none"> • Youth is linked to extracurricular activities 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. However, it must be intentionally used as a vehicle for observing and redirecting the identified problem behaviors. • GRYD agency staff must be able to observe the youth and reinforce problem-solving skills during 	Group Activities shall be minimally one hour in length. This includes 15 minutes that can be used for charting and data collection.

		<p>or after the youth's participation in the activity. In order to represent one of the contractually required meetings, a GRYD staff member must be present at the activity and document progress with identified behaviors or provide potential solutions to problem behaviors when they arise.</p>	
<p>Individual Youth Meetings (1 Time/Phase)</p>	<p>Youth and assigned agency staff leading the individual sessions.</p>	<ul style="list-style-type: none"> • Support the implementation of problem solving strategies in a supportive individual context with the youth. 	<p>Individual sessions shall be minimally one hour in length. This includes 15 minutes that can be used for charting and data collection.</p>

3. Primary Prevention Clients

All youth that are administered a YSET and do not meet the threshold for eligibility may be enrolled in primary prevention services. No more than 33% of a Contractor's total clients under this scope of work shall be Primary Prevention Clients. Primary prevention exists to link clients to necessary supportive services and establish a link with the youth and family. The requirements for primary prevention are as follows:

- a. **Assignment to a case manager.**
- b. **Monthly contact with the parents (can be via phone or in person).**
- c. **Face-to-face meeting with the client at least once a month.**
- d. **Administration of a YSET-R at six months and one year is required. Agencies can use these YSET-Rs to determine if the youth is ready to graduate from primary services or requires a higher level of care (i.e., Prevention Model Services)**

4. 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 are provided in the Handbook.

Contractors shall be responsible for improving client outcomes 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.

5. Fiscal Accountability

- a. **Contractor shall be expected to annually submit a proposed budget to the GRYD Office in the form of a Budget Detail Worksheet (Exhibit Q) each year. Contractor shall include a Budget Narrative describing each budget item and how it relates to the appropriate project activity (coordination or service delivery). It should closely follow the content of the Budget Detail Worksheet and provide justification for all proposed costs.**
- b. **The Budget Narrative shall explain how salaries and benefits are calculated, how travel costs (if any) are estimated, justification for equipment and/or supplies, and justification for overhead or indirect costs (if applicable). The cost**

proposal shall provide justification for the specific items listed in the budget detail worksheet (particularly supplies, travel, and equipment).

- c. **The Budget Narrative shall substantiate how Contractor's proposed budget will ensure sufficient dedication of resources.**
- d. **The Budget Narrative shall describe allowability, reasonableness, and necessity of costs.** The Budget Detail Worksheet and Budget Narrative must comply with the provisions of the 2015-16 GRYD Fiscal Policy Manual (Exhibit R).
- e. **Contractor shall obtain approval of its proposed budget from the GRYD Office before the start of the fiscal year on July 1 of each year.**
- f. **Contractor shall submit complete, accurate, and timely Expenditure Reports, containing invoices with complete documentation for all expenses incurred to the GRYD Office no later than the 20th day of the month following the month in which the expenses were incurred. Contractor shall incur expenses in accordance with the previously approved Budget.**

6. Participation in Research and Evaluation

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

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

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

While the contracted agency is required to participate in above efforts and disseminate information related to data collection efforts in a neutral manner, individual staff, parents/guardians, and/or youth may decline to

participate in interviews and surveys in accordance with the human subjects protections related to the research.

7. 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 Harder and the external GRYD evaluator. This person's name and contact information must be provided to GRYD regional program coordinator. 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:

a. 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 receiving primary prevention services and eligible youth who did not participate, the YSET-R will be administered at one year after the completion of the initial YSET (See Section B above for breakdown of six month option). 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. GRYD reserves the right to penalize Contractors who are not adhering to the YSET protocol as authorized under the Contract, Section Seven (VII).

b. Annual Progress Report

Additionally, Contractor will produce an annual program report to the GRYD office. The report will cover services delivered during the fiscal year and will include a file review of four clients as well as a database review of an agencies entire caseload. GRYD will provide a report template for submission of this report. A reporting timeline as well as further directions can be found in the Handbook.

c. Partnerships

To the fullest extent possible, Contractor shall coordinate its services, planning and activities with other City Contractors that target the same geographic service area so that funding provided

under this Agreement is not used to duplicate services to the same Clients.

d. Contractor Surveys

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.

8. Maintenance of Records and Monitoring

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

City shall conduct on going monitoring and site visits to track Contractor's performance during the term of the contract. As required by Section 10.39.2 of the Los Angeles Administrative Code, evaluations will be based on a number of criteria, including the quality of work product or service performed.

9. Training

Contractor shall ensure that relevant staff, including program directors/coordinators, participate in ongoing training and debriefing sessions/meetings related to the GRYD Prevention Model of Practice. Contractor shall participate in all meetings when presence is request by the GRYD office.

Contractor shall ensure that new employees are trained in the GRYD Prevention Model of Practice and the Efforts to Outcome Database.

10. Community Education Campaign

Contractor 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.

Contractor will schedule CEC presentations. Contractor and GRYD

Regional Program Coordinators may co-facilitate CEC presentations. In the event that there is overlap in geography between GRYD Zones and schools, contracted prevention agencies may collaborate and make a joint presentation at said school while still receiving individual credit. Contractors making joint presentations must notify and receive approval from their assigned Regional Program Coordinator.

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

- a. **Contractor must notify its assigned Regional Program Coordinator of the scheduled CEC presentation.**
- b. **Contractor must provide presentations at schools that are located in the GRYD Zone or at schools that service students who live in the GRYD Zone.**
- c. **Contractor must use the power point presentation focusing on risk factors associated with gang joining provided by the GRYD Office.**
- d. **Contractor must return to the GRYD office a completed sign-in sheet for each presentation made, using the template provided.**
- e. **Contractor must return to the GRYD office a complete *GRYD Community Education Campaign: Presentation Tracker* sheet for each presentation made, using the template provided.**
- f. **Contractor must administer CEC surveys to presentation attendees immediately after each CEC presentation. Contractor must adhere to the survey directions outlined in the *Questionnaire Administration* and return all completed questionnaires to the GRYD office for each presentation made.**

11. Parent Thank You Session

Contractor 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 Prevention Model services. This parent conversation can be arranged in conjunction with already existing parent events/meetings, but time and space must be set aside for a dialogue exclusively with GRYD parents. The event should be structured as an informal conversation between GRYD and GRYD parents. The purpose of the parent thank you session is to congratulate parents on their efforts and as one of our highest sources of referrals, re-engage

them in having them spread the word in the community and in their networks about the services offered by the GRYD program.

12. **Summer Night Lights Program**

Contractors must coordinate/implement SNL Supportive Efforts as well as both Primary Prevention Activities and Prevention Model Activities during Summer Night Lights annually, as described below:

- a. **Summer Night Lights Supportive Efforts - Includes helping publicize the program, helping with coordination and planning at each SNL site, and helping connect youth and families in the GRYD Zone to job opportunities. These activities include but are not limited to the following:**
 - i. Promote Summer Night Lights Program, distribute program flyers to all GRYD clients, and encourage/support attendance at SNL.
 - ii. Distribute job descriptions for all available positions, specifically for Youth Squad positions.
 - iii. Participate in the interview process for Youth Squad members (minimum of 1 session).
 - iv. Participation in the SNL Work Group of designated/local park (1 per SNL site).
- b. **Primary Prevention Activities - Contractor assists by creating an agency presence at the park and in the community, engaging youth and families in Summer Night Lights efforts, and connecting youth and families to resources outside of GRYD and beyond the summer months. These activities include but are not limited to the following:**
 - i. Arts and crafts
 - ii. Face painting
 - iii. Sponsoring food related activities (e.g., popcorn night, nacho night)
 - iv. Lead/participate in literacy corner
 - v. Lead/participate in workshop series providing information on risk factors for gang joining,
 - vi. Lead/coordinate community resource fair at SNL.
- c. **YSET Administration**
 - i. GRYD Zone Contractors must administer YSET to 25 youth, ages 10-15 years 3 months, who participated in

SNL between June 2015 and September 2015.

- ii. YSETs may be conducted at an SNL site, but it is not required. The YSETs that are part of this requirement must only be a result of the agency's participation in SNL. Please note SNL as the referral source for each youth recruited at an SNL site.
- d. **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. Prevention Model Activities apply to the GRYD Zone overall not for each SNL site.**
- e. **Agencies must receive approval for a proposed SNL Effort and/or Primary Prevention Activity from their assigned Regional Program Coordinator or the GRYD staff responsible for said SNL site.**

13. FamilySource, WorkSource and YouthSource Collaboration

Selected Contractors may be asked to collaborate with City funded FamilySource, WorkSource and YouthSource Centers in the provision of services. FamilySource provides comprehensive social services for low income adults and their children with increased income and academic achievement being the outcome goals. WorkSource provides employment and training services for unemployed and underemployed adults with job placement being the outcome goal. YouthSource provides employment and training services for youth with a focus on reengaging those who are out of school and/or out of work. Collaboration may include but not be limited to the co-enrollment and case management of Clients, the referral of Clients and their family members across programs and the co-location of programs across Center sites. Co-enrollment goals will be incorporated into contracts and contractors will be evaluated on their individual efforts.

B. ADDITIONAL COSTS

The Contractor shall be responsible for any and all costs associated with Providers. The costs include but are not limited to the production of the development plan, presentation materials (i.e. flip charts, pens, easels, and attendee registration), video and printing costs.