

MAYOR ANTONIO R. VILLARAIGOSA



**CITY OF LOS ANGELES
GANG REDUCTION
STRATEGY**

Presented April 18, 2007

EXECUTIVE SUMMARY

Of all the public safety challenges facing Los Angeles, street gangs have proven the most intractable. Our City is home to the largest and most established gang population in the country with over 400 separate gangs and an estimated 39,000 gang members.

These criminal gangs exact a tragic toll. Last year alone, 272 people lost their lives to gang violence, while over 1,500 people were victims of gang-related shootings. Although overall crime continued to decline for the fifth straight year, gang-related crime increased 14% in 2006. As a result, too many innocent Angelenos live in fear of indiscriminate gang violence resulting from petty disputes over drugs, turf, and revenge.

Gangs don't simply terrorize neighborhoods; they deplete our most valuable asset: the next generation of community, business, and City leaders. We have seen gangs turn to recruiting younger and younger members from our schools and playgrounds. In poor neighborhoods, gangs promise a life of easy wealth, close-knit community, and physical protection. Yet gang life leads only to economic isolation, crime, and violence.

Putting gangs out of business is our top public safety priority. Gangs are not new, but our response to disrupting their organizations and illegal activities must be. While Los Angeles has been on the cutting edge of anti-gang policing and prosecution for a generation, new advances within the last five years have shown that our approach to combating gangs must be comprehensive, coordinated, and sustained. In addition, a recent report prepared by the Advancement Project has given renewed emphasis and direction to the City's anti-gang efforts.

An effective gang reduction strategy must not only devote more resources toward the arrest and prosecution of gang members, but also address the factors that lead to gang involvement and the social conditions that make gang life one of the few alternatives in poor neighborhoods.

We must address the precursors to violence, including domestic abuse, negative parenting, child abuse and neglect, and the tolerance of the gang culture. We must improve our schools to ensure that young people develop the skills and confidence that will lead them away from gangs. We must have a sustained commitment to prevention, intervention, and re-entry services. And we must have the political and community will to address this important social problem.

A Comprehensive Strategy

Working with Councilman Tony Cardenas and the Ad Hoc Committee on Gang Violence and Youth Development, we have created a gang reduction strategy that involves a comprehensive, collaborative, and community-wide approach that builds on existing City, county, state, and federal services and involves multiple service providers from the community and faith-based organizations. This unprecedented plan for our community will involve providing essential services including:

- **Prevention** – focusing on the entire population in high-crime, high-risk communities;
- **Intervention** – focusing on active gang members, their close associates, and gang members returning from confinement;
- **Re-entry** – focusing on serious and gang-involved offenders who face multiple challenges to re-entering their communities; and
- **Suppression** – focusing on gang leaders for aggressive prosecution efforts.

A Targeted Approach

Our proposed budget marks an initial investment to build collaborative capacity, knowledge, programs, and evaluation from the outset. It includes \$168 million to fund these essential services throughout the City in Fiscal Year 2007-08, an increase of \$15 million over last year. In addition, we will focus our efforts on “Gang Reduction Zones.” These targeted neighborhoods will receive saturated prevention, intervention, and re-entry resources coupled with integrated law enforcement suppression strategies. Eight Gang Reduction Zones are envisioned initially throughout Los Angeles. (Ten additional zones are planned pending the approval of funds from state and federal sources). Based on gang-related crime statistics, and through the use of the City’s general fund dollars, federal and state grants, and other resources, eight Gang Reduction Zones will be established within six different Los Angeles Police Department (LAPD) divisions:

- Foothill
- Hollenbeck
- Hollenbeck – Ramona Gardens
- Newton
- Northeast
- Southeast – Jordan
- Southeast – Imperial
- Southwest – Baldwin Village

The location of future Gang Reduction Zones will be determined by:

- Gang-related Crime Statistics
- High School Academic Performance Index Scores
- Truancy Rates
- Drop-out Rates
- Poverty Levels
- Unemployment Statistics
- Number of Youth on Probation or Parole
- Child Abuse and Neglect Statistics
- Population Density

In addition to the creation of Gang Reduction Zones, we plan to:

- ✓ Appoint and Empower a Gang Reduction and Youth Development Director
- ✓ Evaluate Existing and New Programs
- ✓ Provide Jobs for Youth and Young Adults
- ✓ Establish and Deepen Partnerships with LAUSD, the County, the State, and the Federal governments
- ✓ Engage in Multi-Jurisdictional Collaboration
- ✓ Pursue Community Mobilization and Engagement
- ✓ Continue LAPD's Gang Enforcement Initiatives
- ✓ Continue Citywide Services For At-Risk Youth

Proven Results

Our gang reduction strategy is based on the promising results of the Gang Reduction Program (GRP), a federally funded, collaborative effort that has reduced gang-related crime by 44% in the Boyle Heights neighborhood. The Gang Reduction Program has shown that building strong, multi-jurisdictional relationships is key to the success of the overall gang reduction strategy.

Over the years, the City has allocated significant resources to programs and services geared toward at-risk youth. Now we must expand and leverage those resources through multi-jurisdictional cooperation while ensuring that every dollar is spent effectively and efficiently. The appointment of a Gang Reduction and Youth Development Director, housed in the Mayor's office, will create accountability for ensuring coordination and independent evaluation of the City's violence prevention programs.

Just as important, the City must collaborate with the county, state and federal governments on program development and the identification of adequate financial resources. We will continue to work with the state and federal governments to pursue more than \$30 million in funding to support the creation of additional Gang Reduction Zones in Los Angeles.

The most effective way to address gang violence is through a comprehensive, collaborative, and community-wide approach. Our plan provides both a strong emphasis on enforcement with strategic development of programs and services focused toward communities with high at-risk populations. This solution is about community safety, community opportunity, and community empowerment.

Urgency

As Los Angeles enters its 226th year, we are reminded of the fact that our City has become synonymous with opportunity and access to the American Dream. Shall we now, as a community, diminish the prospects for opportunity and safety—both for ourselves and for our neighbors? Unprecedented local cooperation, leadership, tenacity, and concerted action are required, and for the long term, if we are to address gang violence and its causes in all their complexity.

I. INTRODUCTION

The City of Los Angeles cannot improve public safety without addressing gang violence. Even as the overall crime rate declined for the fifth straight year, gang-related crime increased citywide by 14% in 2006. The statistics tell an alarming story. In the last year alone:

- 56% of all homicides in the City were gang-related;
- 70% of all shootings involved gangs;
- 272 people lost their lives to gang violence; and
- Over 1,500 people were victims of gang-related shootings.

As a result, thousands of families don't feel safe walking around the corner in their own neighborhoods. This is unacceptable.

We are dedicated to creating neighborhood and community-based coalitions to reduce gang violence through a strategy that is comprehensive, collaborative, and community-wide. It is based on an aggressive, inclusive, community-based model that addresses the underlying causes of gang involvement, joined with an integrated and collaborative law enforcement approach.

In a growing partnership with community and faith-based organizations, the City Council, the Los Angeles Unified School District, and the County of Los Angeles, we will provide prevention, intervention, and re-entry services citywide, concentrating certain resources on areas where gang violence has the most devastating impact. In these focused areas, Gang Reduction Zones, an array of organizations will receive grant funds and resources to provide the neighborhood with services, such as after-school programs, parenting classes, counseling, drop-out prevention, gang-awareness training, tattoo removal, and job training and placement programs.

Our gang reduction strategy is modeled on the nationally-recognized Gang Reduction Program (GRP) in Boyle Heights, funded by the United States Department of Justice and administered by the Mayor's Office. The GRP incorporates a comprehensive and collaborative approach to reducing gang crime and violence starting with an inventory and integration of existing community services and the application of best-practices and evidence-based prevention, intervention, re-entry, and suppression programs. Since the program began in 2003, the Boyle Heights neighborhood has experienced a 44% reduction in gang crime. We plan to draw upon the experience and approach of GRP to expand prevention, intervention, re-entry and suppression efforts to other high violence zones identified throughout the City.

We will also address the risk factors and issues identified by the Advancement Project in its report issued earlier this year. As part of the City Council's request to develop a citywide gang reduction strategy, in 2006 the Advancement Project produced a report identifying areas that the City and

community must systematically address to reduce gang violence. The Advancement Project report, and the risk factors and issues it identified, are a cogent roadmap for our work. Among its recommendations, the report told City policy makers that we must:

- Address the social conditions that allow gangs to take hold and flourish in our neighborhoods;
- Address the precursors to violence that originate in our homes including domestic violence, negative parenting, child abuse and neglect, and the tolerance of the gang culture;
- Design programs to address the special circumstances of gang involvement by taking into account gang-specific risk factors, structures, and group processes;
- Improve our schools to ensure young people develop the skills and confidence that will lead them away from gangs;
- Collaborate and coordinate with the County of Los Angeles and State of California to address the regional gang issues;
- Seek additional funding sources for a sustained commitment to prevention, intervention, and re-entry services;
- Demand accountability and provide leadership to coordinate the numerous, disparate programs designed to prevent gang involvement, membership, and support; and
- Develop the political and community will to address this important social problem.

The recommendations of the Advancement Project report are ambitious and they require a dramatic set of new approaches. By expanding and linking community-based education and job training programs, we can give LA's youth meaningful alternatives to gang life.

II. GANG VIOLENCE IN LOS ANGELES

The City of Los Angeles is home to approximately 4 million people in a geographic area of nearly 500 square miles. It is also home to approximately 39,000 gang members in over 400 different gangs.

Los Angeles' gangs include the Bloods, the Crips, and the notorious Mara Salvatrucha (MS-13). The recent rise in prominence of notoriously violent gangs such as MS-13, which has an estimated 1,000 members in Los Angeles, is very troubling. Members of MS-13 have committed murders and other violent crimes in Los Angeles and exported violence throughout the United States and to Central America.

Gangs in Los Angeles are not a new phenomenon; they have plagued some neighborhoods and communities for generations. Of the 400-plus identified gangs in the City, approximately 60% are concentrated in a broad swath of the City that stretches from the northeast and eastern borders through

downtown and Pico Union, south to the Harbor. Gangs also have a significant presence in the northeast San Fernando Valley, Venice, and several other areas.

These criminal gangs exact a tragic toll. Last year, 272 people lost their lives to gang violence in Los Angeles, and over 1,500 people were the victims of gang-related shootings. The weapons preferred by these gangs have become more lethal, with an increase in deaths from guns like fully automatic AK-47s. Malicious murders are increasing as gang members signal to rival gangs that they are capable of committing excessively violent crimes.

In recent years there has also been a rise in the sophistication of gangs as many move away from traditional street crime to organized white-collar crimes, including credit card fraud, identity theft, and extortion. Additionally, many Los Angeles gangs have created an extensive network that includes a nucleus of members within the prison system.

In addition to the fear that gang violence imposes on residents daily, the cost associated with gang violence in Los Angeles is staggering. According to LAPD statistics, the total annual cost of gang violence to Los Angeles taxpayers is estimated at \$1 billion, more than any city in the United States.

III. RISK FACTORS

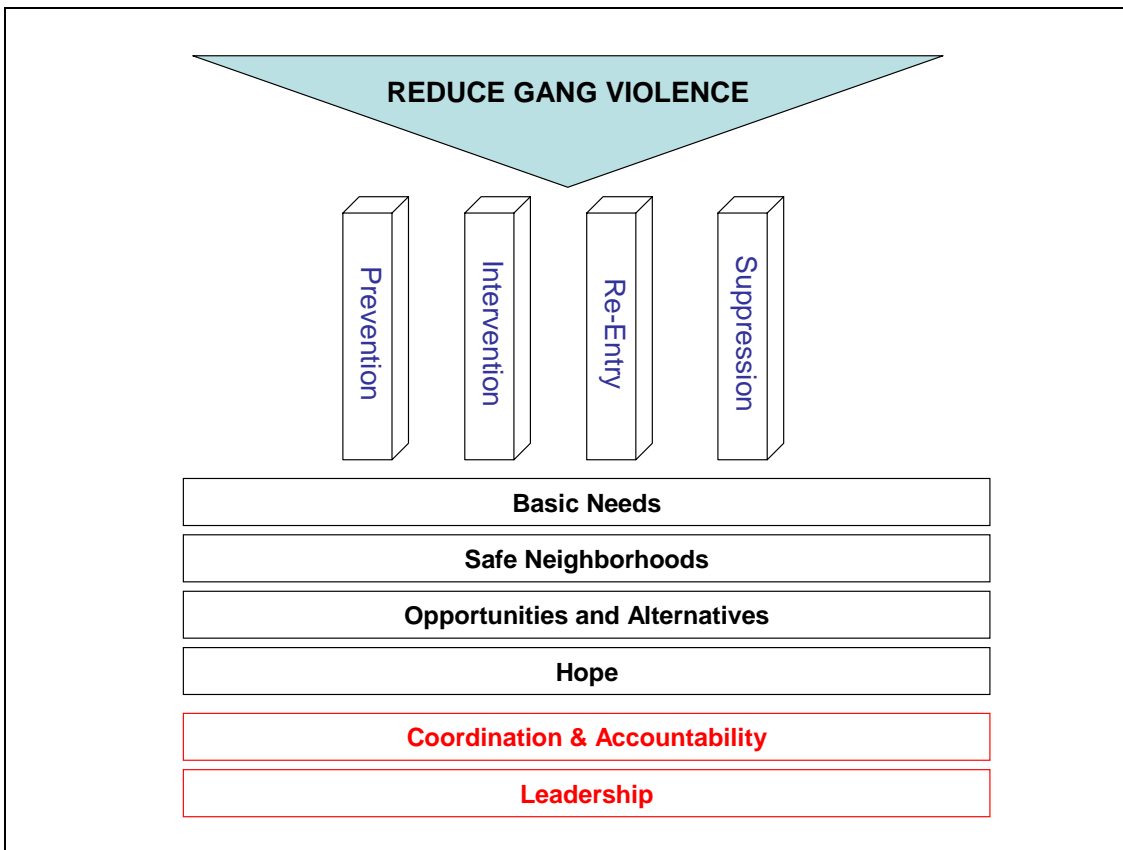
To stamp out gangs, we must cut off their supply of new recruits. That means understanding, facing, and addressing the reasons why young adults join violent street gangs. As the Advancement Project Report notes, there are at least seven major risk factors that drive youth into gang membership (AP Report at 17-23):

1. **Lack of Jobs for Youth** – areas with higher youth unemployment rates exhibit higher levels of gang violence.
2. **Poverty Compounded by Social Isolation** – poverty and declining income levels are significant factors contributing to the concentration of gangs. Quite simply, gangs do not proliferate in areas with a strong economic and social infrastructure.
3. **Domestic Violence** – there are clear links between childhood experiences of violence and gang involvement.
4. **Negative Peer Networks** – peer influence plays a critical role in shaping attitudes and behavior.
5. **Lack of Parental Supervision** – lack of parental involvement in a child's life is a critical aspect in determining whether youth become involved in gangs.

6. **Non-Delinquent Problem Behavior** – non-delinquent problem behavior, such as aggressiveness, impulsivity, and inappropriate reactivity, is a risk factor for gang membership.
7. **Poor or Deficient Early Academic Behavior and Lack of Academic Success** – gang members are often truants, behind in school, or dropouts.

In order to address these risk factors, we must ensure basic and essential needs such as food, shelter, and education for families. We must provide safe neighborhoods so families can thrive. We must provide jobs, opportunities, and alternatives so kids have more positive choices. We must improve our schools so that all children build the confidence and skills they need to succeed. And we must provide hope to show that there are more choices and opportunities in life than being a member of a street gang.

A comprehensive community-wide approach to reduce gang violence must be created by building upon existing City, county, state, and federal services and must involve multiple service providers from the community and faith-based organizations.



IV. THE COMPREHENSIVE COMMUNITY-WIDE APPROACH

Our review indicates that the most successful research-based approach to reducing gang violence is the “Comprehensive Community-Wide Approach.” This proven approach, adapted from the “Spergel Model” developed by Dr. Irving A. Spergel of the University of Chicago, uses a multi-faceted strategy to reduce youth gang crime and violence through an arc of thoughtfully aligned prevention, intervention, re-entry, and suppression efforts. Specifically:

- **Prevention** focuses on the entire population in high-crime, high-risk communities. The first component of prevention is excellent public schools for all children. If our young people attend schools that give them skills, confidence, and hope, they will be far less likely to join a gang. The next component of prevention is creating a one-stop resource center that facilitates effective distribution of health and support resources for children and families. Services include prenatal and infancy support, after-school and summer activities, and truancy and dropout prevention programs. Prevention efforts also identify young children, ages 7-14, at high-risk of becoming involved in gangs and juvenile delinquency. Comprehensive prevention efforts rely upon schools, community-based organizations, and other partners to provide age-appropriate services. Services include intensive case management, mentoring, gang awareness training for parents, teachers, and the community, and after-school and recreational activities.
- **Intervention** concentrates on active gang members, their close associates, and gang members returning from confinement, ages 15-22. It requires aggressive outreach, ongoing recruitment, and careful planning and coordination of services. A Multidisciplinary Intervention Team comprised of representatives from the school, County Probation Department, law enforcement, educational and employment agencies, County Department of Child and Family Services, and a Case Manager, provides coordinated services for the youth and the family. The aim is for the youth offender to stop risky or unlawful behavior and to remove negative role models from the community.
- **Re-entry** addresses incarcerated offenders who face multiple challenges to re-entering their communities. The approach provides appropriate individualized services and criminal/juvenile justice supervision. It requires information sharing and coordination between confinement facilities, probation, parole, the school system, and community intervention service providers. Services include job training, job placement, educational and vocational training, individual and family counseling, referrals to drug and alcohol treatment, tattoo removal, and other supportive services.
- **Suppression** focuses on gang leaders for aggressive prosecution efforts. Enhanced sentences, federal charges, and vertical prosecution procedures are employed in suppression efforts.

**V. MODEL FOR OUR STRATEGY:
THE GANG REDUCTION PROGRAM (GRP) IN EAST LOS ANGELES**

The GRP is a federally funded grant program through the United States Department of Justice's Office of Juvenile Justice and Delinquency Prevention. In 2003, the Department of Justice selected four cities, including Los Angeles, to implement the comprehensive community-wide approach, which includes prevention, intervention, re-entry, and suppression efforts. GRP incorporates a comprehensive and collaborative approach to reducing gang crime and violence, including an inventory and integration of existing community services and the application of best practices and evidence-based prevention, intervention, re-entry, and suppression programs. GRP also focuses on accountability and employs ongoing evaluation to ensure program effectiveness.

GRP operates on the basis of four key concepts: (1) identify the needs at the individual, family, and community level and address those needs with a coordinated, comprehensive response; (2) conduct an inventory of human and financial resources in the community and create plans to fill in "gaps" in services and leverage existing resources to support effective gang reduction strategies; (3) apply research-based programs across appropriate age ranges, risk factor categories, and agency boundaries; and (4) encourage coordination and integration of resources at the local, state, and federal level.

The Department of Justice awarded Los Angeles a \$2.5 million grant over five years with the goal of reducing youth gang crime and violence in Boyle Heights, (located in the Los Angeles Police Department's Hollenbeck Division east of downtown). Boyle Heights is a predominantly Latino neighborhood where nearly a third of the 194,061 residents live in poverty and unemployment is twice the national rate.

Gang prevention, intervention, re-entry, and suppression programs are currently being implemented through the GRP in Boyle Heights. The DOJ grant funded organizations that provide after-school programs, mentoring, truancy and dropout prevention, gang awareness trainings, intensive case management, job training and placement, pre-natal and infancy support, early college awareness, literacy programs, and tattoo removal. The GRP programming in Boyle Heights has resulted in a coordinated effort to prevent gang recruitment and future involvement, provided opportunities for offenders returning to the community, and rid communities of violent gang leaders.

The following agencies are currently receiving funding through GRP: the LAPD, Department of Probation, City Attorney's Office, Homeboy Industries, Project Amiga, Hollenbeck Police Activities League, Families In Schools, Big Brothers Big Sisters of Greater Los Angeles and the Inland Empire, Roosevelt High School, Los Angeles County Superior Court, and the Los Angeles County Nurse-Family Partnership Program.

The GRP's partner agencies include the Office of Congresswoman Lucille Roybal-Allard, Councilmember Jose Huizar, 14th District, Los Angeles Unified School District, Roosevelt High School, Hollenbeck and Stevenson Middle Schools, Dena, Lorena, Euclid, Soto, and Sunrise Elementary Schools, CA Department of Corrections and Rehabilitation, Resurrection Church, Department of Probation, Department of Child and Family Services, LAUSD School Police, L.A. County Superior Court, Community Development Department – Youth Opportunity Movement, and several others.

An essential component of GRP is also the suppression of gang activity through a special collaborative law enforcement approach known as the Community Law Enforcement and Recovery Program (CLEAR Program). This integrated law enforcement suppression program focuses on gang-related violence in the Boyle Heights area and other high-crime areas of the City.

The overall goal of CLEAR is to facilitate the recovery of gang-infested communities through a comprehensive program that removes hard-core gang members from the streets. This is accomplished by partnering with the LAPD, City Attorney, District Attorney, and other government and juvenile and adult criminal justice agencies to decrease the criminal activity of targeted gangs in designated areas. In addition to the GRP-funded CLEAR Program site in Boyle Heights, CLEAR Program operates in four additional LAPD divisions: (1) Newton; (2) Southeast; (3) Foothill; and (4) Northeast (see [Appendix B](#)).

The GRP-funded CLEAR Program uniquely integrates its efforts with the prevention and intervention strategies employed by the community and faith-based organizations. For example, CLEAR partners, including the LAPD and the Los Angeles County Probation Office, routinely refer at-risk youth to prevention and intervention services. CLEAR partners work with the Los Angeles Unified School District, school-based probation officers, and Department of Family and Child Services on truancy sweeps and referrals to GRP agencies. In addition, CLEAR partners assist in gang awareness workshops with the community to educate families on how they can assist in making their communities safer. CLEAR partners are also active members of multidisciplinary teams that collaboratively discuss individual cases and refer families to much-needed services.

Program partners in each of the CLEAR Program sites include: the Mayor's Office, the LAPD, City Attorney's Office, District Attorney's Office, Probation Department, Los Angeles County Sheriff's Department and the California Department of Corrections and Rehabilitation. An operations team for each CLEAR Program site meets regularly to discuss the progress of the program and make related policy decisions along with a community-based advisory team.

As the Advancement Project Report indicates, the CLEAR Program's results indicate that a multi-jurisdictional collaboration can contribute to achieving neighborhood safety. (AP Report at 39). The GRP data in Boyle Heights shows that the program has been successful in limiting the amount of gang activity in

the region. The program will undergo a thorough process and outcome evaluation by an independent evaluator at the end of its grant-funding cycle. Thus far, the GRP site has experienced a 44% reduction in crime since the program began in 2003.

GRP efforts in other cities, including Riverside, California and Tucson, Arizona, have also proven to be effective at reducing gang-related crime and decreasing gang expansion and represent a nationwide best practice.

VI. GANG ENFORCEMENT INITIATIVES

Los Angeles is the most under-policed big city in America and the LAPD has faced many challenges in policing a city of this geographic size and population. Consequently, a critical part of our integrated suppression strategy is the hiring of 1,000 additional police officers so that we have a force of at least 10,000 officers by 2009. The City is on track to hire 1,000 more of the best officers in the nation and currently has a force of 9,515 officers, the highest number of officers since November 1999.

In response to the increase in gang-related crimes in 2006, through the leadership of the LAPD, several community-wide enforcement initiatives were launched. In addition to the prevention and intervention services cited above, these enforcement initiatives are part of a multi-faceted approach we intend to continue as part of our comprehensive strategy. Some of these initiatives include:

- **Launch of the South Bureau Criminal Gang Homicide Group --** This new LAPD command will bring together over 120 of the Department's most experienced homicide and gang detectives in the City. This team will focus exclusively on gang-related murders and attempted murders in partnership with the Los Angeles Sheriff's Department (LASD), Office of the District Attorney (DA), Federal Bureau of Investigation (FBI), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), County Probation, and Community Gang Intervention Specialists.
- **Designation of an LAPD Gang Coordinator --** Through a coordinated effort with the Office of the Mayor and other partner agencies and community groups, the LAPD has established the Department Gang Coordinator (DCG). The DCG is an executive-level police official who is instrumental in ensuring cohesion and consistency with LAPD's overall gang-reduction strategies.
- **Placement of a Los Angeles Gang Member on the Federal Bureau of Investigation's "Ten Most Wanted List" --** Coordination between the Federal Bureau of Investigation (FBI) and the LAPD in placing Los Angeles' most wanted gang members on the FBI's Ten Most Wanted

List provides an intergovernmental approach to arresting, prosecuting, and incarcerating the most notorious gang criminals in this region.

- **Creation of the LAPD's Top 10 Most Wanted Gang Members 2007**
-- Launched in February 2007, the LAPD posted the names and photographs of the Top 10 Most Wanted Gang Members. Publication of the list, which includes accused murderers, drug dealers, and other violent criminals, has already resulted in the arrest of three of the most dangerous gang fugitives.
- **Identification of the City's "Top Targeted Street Gangs" --**
Publicizing the City's Top Targeted Street Gangs has not been a traditional law enforcement practice. However, exposing these gangs to the community provides greater scrutiny and pressure to discontinue their illegal activities.
- **Implementation of the "Community Safety Operations Center" --**
Operation Valley Bureau (OVV) will begin the OVV "Community Safety Operation Center", which will coordinate with local community members to assist in strategic deployment of 55 officers in crime-ridden regions in the San Fernando Valley.
- **Implementation of a Patrol Proliferation Strategy --** This proliferation strategy allows officers with appropriate training and oversight to enforce civil injunctions and serve arrest warrants that name gang members.
- **204th Street Gang Abatement Strategy --** Employing a comprehensive strategy, LAPD will target the 204th Street Gang by increasing enforcement actions and ensuring residents a safer neighborhood through coordinated multi-agency community involvement.
- **Collaboration of Local, State, and Federal Law Enforcement Agencies --** Never before has the City seen such a broad spectrum of support and partnership in the suppression of gang activity with the following agencies: the Los Angeles Sheriff's Department, FBI, Bureau of Alcohol, Tobacco, and Firearms, Drug Enforcement Administration, California State Parole, Los Angeles County Probation, LAUSD Police, and local municipal police departments.
- **Community Symposiums on Gang Awareness --** The LAPD will host regional educational seminars to educate and share with local leaders from the faith-based, non-profit, public and private sector, school administrators, and community leaders on gang culture and trends.
- **Community Awareness Bulletins --** The LAPD will engage in a proactive community media campaign to ensure that local residents

have the knowledge and tools to utilize in their neighborhoods to thwart gang violence.

As of March 31, 2007, representing the first quarter that these strategies have been employed, LAPD statistics indicate that gang-related crime declined 12% throughout the City and gang-related homicides were down by 45%. In addition, three of the top ten most wanted gang members have been apprehended and face prosecution.

VII. CITY ATTORNEY'S GANG ENFORCEMENT STRATEGY

Los Angeles City Attorney Rocky Delgadillo has made eradicating criminal street gangs who terrorize neighborhoods one of his top priorities. Through innovative approaches, his office has developed comprehensive initiatives to interdict and suppress gang activity, coordinating actions with the LAPD and the Mayor's office.

A critical part of the City Attorney's suppression approach is the use of gang injunctions. As of January 24, 2007, the City had obtained 33 gang injunctions against 49 of the most violent gangs. Injunctions prevent gangs from loitering in public with other gang members, intimidating witnesses, harassing residents, possessing or using weapons, illegal drugs, or alcohol, disobeying curfews, and trespassing. The City Attorney is also codifying existing "best practices" and creating several new safeguards including two methods for former gang members to be removed from injunctions: (1) a three-year periodic review for new injunctions; and (2) a reviewing authority within the City Attorney's Office for older injunctions.

As City Attorney Delgadillo has noted, Los Angeles gangs hate injunctions because injunctions work.

In addition to its successful Neighborhood Prosecutor Program and its comprehensive Gang Unit, the City Attorney's Office will also begin implementing a new Neighborhood Gang Prosecutor program with seven new prosecutors deployed throughout the City to handle gang injunctions and prosecutions of gang members in key areas of the City.

The City Attorney has also identified new initiatives to make gang injunctions even more effective. For example, city prosecutors are asking for mandatory minimum 180-day sentences for gang injunction violators whenever legally permissible. They are also working in partnership with the Los Angeles County Sheriff's Department to ensure that violators serve 100% of their sentences and are exempted from any early release programs. The City Attorney's Office is also seeking stay-away orders requiring gang members to stay away from areas in which they engage in gang activity. In addition, city prosecutors are seeking unique conditions of probation to allow law enforcement officers to apprehend gang members stashing guns and drugs.

The City Attorney also uses its powers of enforcing nuisance and abatement laws in Project TOUGH or “Taking Out Urban Gang Headquarters.” As part of the office’s Citywide Nuisance Abatement Program, the program is designed to shut down gang locations used throughout the City. In addition, the City Attorney notifies property owners if occupants engage in violent crime or illegal drug activity and requires the eviction of these criminals.

The City Attorney’s Office is also an important partner in the CLEAR Program.

VIII. GANG REDUCTION ZONES -- FOCUSED SERVICES AND SUPPRESSION

The Gang Reduction Program is an excellent example of how the City and community can employ a collaborative and integrated Comprehensive Community Approach to reducing gang violence. The CLEAR Program model, coupled with essential social services, is recognized as an effective strategy in dealing with gang violence in a neighborhood. Created in 1997, the CLEAR program is specifically designed to suppress gang violence (rather than overall crime reduction) and has proven successful in several parts of the City. The CLEAR program sites were chosen based on gang-crime statistics and are evaluated based on the reduction of gang crime.

Suppression, however, will never be enough for the City to achieve a measurable reduction in gang violence. A dramatic, thoughtful and new set of collaboratives must be developed with residents and area organizations to saturate and sustain prevention, intervention, and re-entry services in the streets and neighborhoods of greatest gang violence.

It is our plan to draw upon the successful partnership forged between the GRP and CLEAR Program, and, using their operating principles, establish similar efforts in other City neighborhoods. Accordingly, the City will define targeted Gang Reduction Zones and saturate those neighborhoods victimized by gang violence with much-needed prevention, intervention, and re-entry services coupled with an integrated and collaborative suppression program.

The criteria for selecting Gang Reduction Zones will include:

- a. Gang-related Crime Statistics
- b. High School Academic Performance Index Scores
- c. Truancy Rates
- d. Drop-out Rates
- e. Poverty Levels
- f. Unemployment Statistics
- g. Number of Youth on Probation or Parole
- h. Child Abuse and Neglect Statistics
- i. Population Density

For the suppression component of our gang reduction strategy, the intent is to begin these collaborative efforts by building on four existing CLEAR neighborhoods located in LAPD's Newton, Southeast, Northeast and Foothill divisions. These CLEAR Program sites were selected based on gang-crime statistics. In addition, we propose to allocate approximately \$687,000 in Fiscal Year 2007-08 for prevention, intervention, and re-entry services at four of the six existing CLEAR Program sites as a first step in bringing much-needed social services to prevent gang violence at those locations.

The Hollenbeck GRP site is currently funded through August 2008 and new Gang Reduction Zones in Baldwin Village (Southwest Area) and Ramona Gardens will soon be implemented through federal and state grants. In addition, we will fund independent evaluation experts to conduct thorough assessments of current and new programs in each of the areas.

We are also developing an important partnership with the U.S. Attorney's Office for the Central District of California as it implements a \$2.5 million program in Jordan Downs and Nickerson Garden (Southeast Area) as part of the Department of Justice's anti-gang efforts. The U.S. Attorney's Office has agreed to fund a new, expanded CLEAR Program site in the Imperial Courts area and also fund much-needed prevention, intervention, and re-entry service at that site. In all, we expect to have eight Gang Reduction Zones in place in the very near future.

EIGHT GANG REDUCTION ZONES

- **Existing CLEAR Sites**
 - Hollenbeck GRP Site
 - Foothill
 - Newton
 - Northeast
 - Southeast Jordan
- **New CLEAR Sites**
 - Southeast Imperial
 - Southwest
- **Proposed CLEAR Site**
 - Hollenbeck Ramona

It is important that taxpayer money be allocated efficiently, transparently, and effectively. We intend to enlist the services of well-known and established social service providers to implement effective prevention, intervention, and re-entry programs in the Gang Reduction Zones. The City will make the funds available through a Request for Proposal (RFP) process that will fairly distribute the funds to the most effective programs provided by City agencies, community-

based organizations, and faith-based organizations. Each contractor will also be required to submit to a thorough evaluation and comply with strict reporting requirements.

As identified in the Advancement Project Report, the City must chart progress and impact in measurable and concrete terms (AP Report at 56). The City, with the assistance of its contract services, will need to collect uniform data from which to evaluate performance and make necessary adjustments that improve outcomes quickly and effectively.

IX. CENTRALIZED ACCOUNTABILITY AND LEADERSHIP – GANG REDUCTION AND YOUTH DEVELOPMENT DIRECTOR

Our gang reduction plan requires accountable, empowered leadership. Accordingly, we will appoint a new Gang Reduction and Youth Development Director to oversee the planning, coordination, and implementation of our City's gang reduction strategy. The Director will lead the newly created Office of Gang Reduction and Youth Development in the Mayor's Office, and will be assigned to oversee, coordinate, and provide dynamic leadership for City programs aimed at violence prevention and gang intervention among children, youth, and families.

This individual will report to the Mayor and will be accountable for the successful implementation of this gang reduction approach.

The Director will be responsible for:

- Coordinating and integrating the City's gang prevention, intervention, and re-entry programs;
- Collaborating with various county, state, and federal agencies including the Los Angeles County Department of Children and Family Services, the Los Angeles County Department of Probation, the Los Angeles County Department of Public Health, the Los Angeles County Department of Mental Health, the Los Angeles Unified School District, and the Los Angeles County Inter-Agency Gang Task Force;
- Leading the development, implementation, and compilation of a complete series of Los Angeles gang reduction and youth development "Best Practices;"
- Ensuring solid evaluation and overseeing all research and outcome evaluations related to gang prevention and intervention programs provided by the City agencies, community-based organizations, and faith-based organizations;
- Reporting to the Los Angeles City Council on overall and individual gang reduction programs, and youth development services;

- Working closely with the Chair and members of the City Council's Ad Hoc Committee on Gang Violence and Youth Development on the comprehensive, citywide anti-gang strategy;
- Convening and chairing three Gang Reduction Strategy Groups: (1) a City Hall Working Group; (2) a Research and Evaluation Group; and (3) a Community Advisory Group;
- Coordinating with Deputy Mayors and General Managers in an integrated anti-violence and gang reduction effort and overseeing a core staff focusing on the Gang Reduction Zones;
- Leading the expansion of the City's web-based Integrated Services Information System (ISIS) for all City human service delivery providers, which will reduce duplication of services, allow City funded agencies to better serve entire families, and provide the City with up-to-date progress reports;
- Serving as a liaison with the Los Angeles Unified School District on gang reduction and youth development programs;
- Working with experts on developing legislative policy; and
- Representing the Mayor's Office and coordinating City departments' presence at community forums to heighten awareness around issues of gang violence and youth development.

X. CITYWIDE SERVICES FOR AT-RISK YOUTH

Our proposed budget for the coming fiscal year allocates approximately \$153 million for programs and services designed to prevent kids from entering gangs, intervening with those who are in gangs, helping those who are re-entering our community after serving time in a correctional facility, and removing violent gang members from the streets. In addition, over \$15 million is proposed in sustained funding for new or expanded programs, services for at-risk youth and their families, and enforcement activities, for a total of approximately \$168 million in Fiscal Year 2007-08.

As set forth in Appendix A, many of these programs are specifically focused on keeping young people from joining gangs, keeping them in school, and getting youth out of gangs. Programs like summer youth jobs and after-school activities will be enhanced under our new budget proposal to provide alternatives and developmental opportunities for our youth. As the compendium indicates, almost every City department and agency will contribute time, money, and resources to help in this effort and ensure that at-risk youth throughout the City receive the services and activities they need to steer clear of gang involvement.

Some of the City's programs include:

Airport

- **AIRcademics Passport to Art Program** – promotes the learning of math, science and aeronautics through the creation of art.
- **Aviation Careers Education Academy** – this free educational summer program exposes middle and high school students to career options in aviation.
- **Wings to Fly Mentoring program** – connects positive adult role models with high school youth through workshops, guest speakers, and one-on-one time with mentors.
- **LAWA Jobs Program** – provides eligible residents with employment opportunities through various airport capital expansion programs.

Board of Public Works

- **Clean and Green** – Los Angeles Conservation Corps trains and employs at-risk youth ranging from 13 to 17 to perform community clean-up through the City of Los Angeles.
- **Operation Clean Sweep (Office of Community Beautification)** – cooperative agreement with DWP, Operation Clean Sweep, and Los Angeles Conservation Corps to employ area youth to augment the City's anti-graffiti program in the Pico-Union area.

Commission on Children Youth and Families

- **Kidwatch LA** – program designed to keep elementary school children safe when they walk to and from school.
- **Neighborhood Network for Kids** – focus is on bringing together public and private sectors to strengthen neighborhoods by involving community residents, including youth, in building a stronger local infrastructure for problem-solving and improving the quality of life for children and youth in the City.
- **Operation Bright Future** – program is an anti-gang, anti-truancy program targeting parents of middle school students.

Community Development Block Grants

- **Gang Membership and Vandalism and Illegal Nuisance Reduction (formerly Gang Alternative Program)** – Provides gang prevention classes to elementary schools and middle schools.

- **Plaza de la Raza** – provides gang and drug alternative programs in a multi-disciplinary cultural arts center.
- **People in Progress** – provides a training program in sidewalk reconstruction in partnership with Bureau of Street Services.
- **Success Now: Mentoring our Youth in Pico Union** – mentoring for at-risk youth and their parents in the Pico-Union neighborhood.
- **Fuego Tech Fire Rangers** – targets youth ages 13-25 with fire fighting/suppression training that serves as an alternative to gangs and drugs.
- **Gang Prevention & Intervention Program** – provides youth recreational activities, conflict resolution services, youth educational and employment assistance.
- **Playa Vista JOBS LA** – provides job placement and retention services to low-income and at-risk residents.

Community Development Department

- **Central City Neighborhood Partners (CCNP)** – a formal collaboration of community-based organizations, unions, businesses, educational and governmental entities to coordinate services to youth and their families, particularly the provision of recreation and health services.
- **Gang Service Worker Certification Training (Pat Brown Institute)** – offers certificate training program for gang intervention workers.
- **LA Bridges I & II Community Gang Prevention Program** – provides after-school services to at-risk youth ages 10 to 14 years and crisis management and individual services for ages 14 to 25 years.¹
- **Summer Youth Employment** – job services for at-risk youth with 1,250 youth from 14 to 21 years provided with summer jobs at City departments.
- **Youth and Family Centers** – provides an array of social services in response to needs identified by area residents. Core services include English as Second Language (ESL), Workplace English, continuation schools, and youth programs.
- **Youth Opportunity Movement (Pacoima, Boyle Heights, Watts)** – promotes youth employment rates, improves high school graduation rates, and increases college enrollment rates for youth ages 14 to 21.

¹ The Officer of the Controller will soon undertake a thorough assessment of LA Bridges and the social service delivery network.

- **Re-entry Employment Option Demonstration Program** – to assist individuals released from Lancaster State Prison back into our communities with intensive discharge planning services.

Commission on Status of Women

- **Young Women at Risk Intervention Program (YWAR)** – program designed to empower at-risk youth to make healthy and productive choices in their lives through prevention, intervention and education services that could reduce their likelihood of entering the juvenile justice system.

Cultural Affairs

- **Neighborhood and Community Arts Program** – provides quality instruction and experience with professional artists for youth ages 6-18.
- **Youth Arts and Education Program** – advocates and promotes arts, educational organizations and cultural institutions that serve children, youth, families, and teachers citywide.

Fire Department

- **Explorer Program** – young adults, ages 14 to 21, report to the local fire station and receive training and education in preparation for a possible career in the fire service.

Harbor Department

- **Gang Alternative Program** – provides graffiti abatement services, completes clean-ups, and supervises community service workers.
- **Harbor Community Development Corporation** – provides services, including tutoring, reading programs, dance, self-defense, and youth and family counseling, to moderate and low-income families.
- **San Pedro Boys and Girls Club** – provides a safe and wholesome environment dedicated to all youth in the San Pedro community.
- **San Pedro YMCA** – provides a baseball program, summer sports program, and a coaching program for local children and youth.
- **School Boat Tour** – provides free educational boat tours of the Los Angeles Harbor for fifth grade students.
- **TopSail Program** – under the direction of the Los Angeles Maritime Institute, provides sail-training for at-risk students.

- **Watts2Waterfront** – education and job-related program that brings children from Watts to the Port.
- **International Trade High School Program (Wilmington)** – prepares economically disadvantaged high school students for careers in international trade.
- **Cabrillo Beach Youth Sailing** – provides at-risk youth with the opportunity to learn how to sail.

Housing Authority of City of Los Angeles

- **Housing Based Day Supervision Program** – provides case management and day supervision and programming for probationers and at-risk youth living in four public housing developments.
- **Resident Relations Program** – provides educational development, employment training, job placement, and job retention services for youth and families.
- **Summer Youth Employment Program** – citywide work experience program that provides low-income youth a chance to step into the role of employee in an actual workplace.

Human Relations Commission

- **Baldwin Village Safety Collaborative** – promotes the reduction of gang violence and hate crimes in the Baldwin Village area.
- **Cadillac Robertson Safety Task Force** – promotes the reduction of gang violence and hate crimes in the area surrounding Hamilton High School
- **Ex-Offender Job Fairs** – networks former offenders with perspective employers and other job-related resources.
- **High School Intervention and LAUSD Support** – provides intervention and support in order to mitigate tension among students as a result of gangs.
- **Interagency Gang Task Force (Harbor Gateway)** – promotes the reduction of gang violence and hate crimes in Harbor Gateway.
- **Joint Juvenile Task Force** – promotes the reduction of gang violence and hate crimes in the area surrounding Grant High School.

- **Leadership Development Course** – provides training and curriculum for communities to build community infrastructure to promote the reduction of gang violence.
- **School Safety Collaborative / Safe Passage** – provides safe passages to and from school for students in LAUSD District 7.
- **Venice Community Safety and Development Collaborative** – promotes the reduction of gang violence and hate crimes in the Venice/Oakwood area.
- **Watts Gang Task Force** – promotes the reduction of gang violence and hate crimes in the Watts community.

Library

- **Expanded Service Hours** – provides haven for youth to engage in after-school educational development and exploration.

Mayor's Office

- **Gang reduction and Youth Development Program** – pools and leverages city, county, and state programs to provide services to at-risk youth and their families.
- **After-School Special** – helps students improve literacy skills and offers enrichment activities in areas such as graphic design, filmmaking, and music.
- **LA's Best** – provides a safe and supervised after-school education and enrichment program to elementary school children.
- **Learn and Earn** – targets 11th and 12th grade students who did not pass the California High School Exit Exam (CAHSEE). Youth participants attend school in the morning and have a part-time job in the afternoon.
- **Parenting Program** – targets at-risk youth by holding parents accountable for their actions.
- **Project PARENT** – Project PARENT (Prevent Abuse Through Respect, Education, Non-Violence and Training) is a series of education classes aimed at combating child abuse and neglect.
- **DART** - Family Violence Prevention through four non-profit agencies focused on residents in the Northeast and the San Fernando Valley.
- **Ramona Gardens Task Force** – provides anti-gang intervention and prevention services for Ramona Garden youth.

- **Operation of Transportation Safety DUI Prevention Grant** – provides DUI prevention for youth throughout Los Angeles through a non-profit organization called Safe Moves, focused on school-based prevention exercises.
- **Justice Assistance Grant (JAG)** – support programs designed and implemented in collaboration with law enforcement (five non-profit agencies), County programs, and CLEAR program for four sites in LA (Northeast, Southeast, Newton, and Foothill).
- **Juvenile Justice Delinquency Grant (JJDP)** – juvenile justice community program for prevention and intervention, targeting youth ages 5-17 years old. Services 720 youth participants through seven non-profit agencies.
- **Juvenile Accountability Block Grant (JABG)** – provides intervention services to 80 youth participants referred by law enforcement agencies through the LA Bridges II Program in conjunction with four non-profit organizations.
- **Gang Reduction Program Grant, Boyle Heights (GRP)** – The Gang Reduction Program (GRP) coordinates efforts between social service providers, law enforcement, community members, schools, businesses, and faith-based institutions to help communities take an integrated approach in applying proven, research-based practices.

Personnel Department

- **LA City Works Jobs Program** – geared towards ensuring that young adults are in the pipeline for entry level civil service positions. The program provides adults 18 years of age and above with vocational training and employment in administrative positions.

Los Angeles Police Department

- **Explorer Program** – provides special training for young people interested in and preparing for a career in law enforcement.
- **Gang Resistance Education and Training (GREAT)** – the Gang Resistance Education and Training (GREAT) program's primary focus is on classroom instruction by police officers who share strategies and methods to resist gang acculturation and drugs.
- **Jeopardy** – a gang prevention/intervention program for boys and girls ages 8-17 and their parents. Jeopardy targets at-risk children, offering a variety of programs from tutoring to martial arts.

- **Juvenile Impact Program** – program designed to deter at-risk youth from a life of gangs, drugs, violence and crime. This program combines the concepts of community service, counseling, tutoring, and intervention.
- **Magnet School Program** – The Junior Police Academies prepare motivated young men and women for careers in law enforcement. A disciplined and rigorous academic middle/high school curriculum is offered at five LAUSD high schools and one middle school.
- **Police Activity League** – youth crime prevention program that relies on educational, athletic, and recreational activities to build a bond between LAPD officers and youth.

Public Works Contract Administration

- **Labor Compliance and Local hiring program** – allows eligible residents employment opportunities in local capital improvement projects administered by the City of Los Angeles.

Recreation and Parks

- **After-School/Latch Key Program** – offers free after-school classes in sports, education, and the arts for youth in low-income, high-risk areas.
- **CLASS Parks** – each of the 47 CLASS Parks facilities has a Teen Club, designed to provide at-risk youth between the ages of 11 and 15 with positive activities, such as youth development programming, volunteerism, youth empowerment, and adventure-based activities and other healthy alternatives to juvenile delinquency.
- **Girls Play LA** – administered by the Municipal Sports Division and provides at-risk girls, ages 13-15, with new recreational opportunities in sports league competition.
- **Junior Golf Program** – operates the Tregnan Junior Golf Academy developed to reach under-served and at-risk youth who have limited access to golf programs and opportunities.
- **Westchester Junior Golf Academy Program** – expands the Tregnan Junior Golf Academy to Westchester Golf Course in cooperation with Los Angeles World Airports and the American Golf Corporation
- **Residential Camping Program** – provides inner city youth the opportunity to experience a short-term camping experience.
- **Youth Aquatics** – provides swimming, synchronized swimming, and water polo programs.

- **New Joint Use Facilities with LAUSD** – the City and LAUSD partnered to develop and open three new school sites at Central LA High School #2, Vista Hermosa High School, and Miguel Contreras New Learning Center.
- **Camp Radford Renovation and Workforce Training** – repairs camp damage suffered by the 1992 Landers Earthquake with a trained work force of young adults.
- **Getting Kids to Camp Program** – a partnership with the Department of Water and Power to augment the summer camping opportunities at Camp Hollywoodland for girls and Griffith Park Boys Camp for boys.
- **Park and Green Spaces Job Training** - a partnership between the Department of Water and Power and Recreation and Parks to use available land under transmission lines for the creation of passive park space, using locally trained youth to complete the work.
- **Smart Irrigation Jobs Program** – in partnership with the Department of Water and Power, this program maximizes landscape water use efficiency at City parks, using locally trained youth to complete the work.

Water and Power

- **Water Demand Management Installation Program** – the Los Angeles Department of Water and Power provides employment opportunities for youth to install water efficient urinals and sprinklers in public parks.
- **Youth Services Academy** – prepares at-risk high school students to enter the City workforce. LADWP provides part-time paid jobs, LADWP mentors, and life skills classes.

XI. EVALUATION OF EXISTING AND NEW PROGRAMS

We must rigorously evaluate the success of existing and new prevention, intervention, and re-entry programs. The proposed budget calls for a portion of the funds allocated for each Gang Reduction Zone to be used for thorough and independent evaluations of programs and services provided in the area.

As a significant start, we have asked the City Controller to conduct an evaluation of the Community Development Department's social service delivery system including the LA Bridges I and II anti-gang programs and services. A thorough and timely evaluation of taxpayer-funded programs is an essential part of ensuring that money is distributed transparently and used effectively.

XII. JOBS FOR YOUTH AND YOUNG ADULTS

Communities with relatively higher youth unemployment rates also exhibit higher levels of gang violence. That is why we are increasing the number of jobs available to youth in various programs provided by the City during the summer months when thousands of students will be on vacation.

Last year, the City budget funded job opportunities for 2,900 youth within the City departments and agencies. By leveraging City and private resources throughout the year, we were able to employ 7,500 youth and young adults in entry level employment opportunities. This represented a 158% increase in the past year's youth employment enrollment. Youth employment opportunities must grow and expand. In addition, there is an urgent need for public-private partnership in this critical area.

Last year we allocated \$2 million dollars for the Learn and Earn Summer Employment Program that we intend to continue in this year's budget. Over 1,400 students from the Los Angeles Unified School District participated in this unique program. While working, students received vocational training, learned civic engagement and received tutoring in of math and reading, the primary focus of the California High School Exit Exam.

By expanding and enhancing City programs we are able to provide opportunities to youth and young adults in need. The Department of Recreation and Parks is the City's largest youth employer through their park facilities and the aquatic programs. The Department will be expanding and enhancing its youth programs this year such as the Environmental Stewardship Camp Program, Residential Camping Program, and Camp Radford Renovation Program. The Department will be renovating camping cabins, which will allow more youth to participate. Providing workforce training to at-need young adults to accomplish the renovation work is another strategic method for our City departments to assist our City's future workforce.

Approximately 36,000 individuals were paroled in Los Angeles County last year. (Ninety percent of the individuals are paroled to the county of their last legal residence.) Seventy percent of all returning offenders to Los Angeles County are concentrated in South Los Angeles, East Los Angeles, Compton, and Inglewood.

For too long we have allowed ex-offenders to return to the community to face challenges of unemployment, lack of education, poverty, and homelessness without adequate assistance. These men and women quickly return to their familiar patterns of substance abuse and crime: 70% return to prison within a year of release.

Rather than standing by while ex-offenders return to a life of drugs and crime, we will offer ex-offenders the tools and resources necessary to re-enter society and make positive contributions to their communities.

This past February, the Community Development Department (CDD), in partnership with community and faith-based organizations, launched the City's Re-entry Employment Option Demonstration program with a grant award from the California Department of Corrections and Rehabilitation. Beginning up to six months prior to release, inmates will receive an assessment and individualized service plan developed in conjunction with the manager and client. The focus is on employment services, and addressing issues relating to mental health, substance abuse, and transitional housing assistance.

The City's HIRE LA Youth Employment Initiative also offers five key programs:

- **Learn and Earn** – This program targets 11th and 12th grade students that did not pass the California High School Exit Exam (CAHSEE), Youth participants will attend school in the morning and have the part time employment in the afternoon. In addition, participants will complete a Princeton Review course that focuses on the CAHSEE.
- **Summer Youth Employment Program** – This program, administered by the Community development Department (CDD), is a traditional summer program that hires individuals between the ages of 14 and 21.
- **LA Public Works Summer Employment Program** – This program works with young people between the ages of 16-21 and will focus on outreach efforts to expand recycling and environmental protection throughout the City of Los Angeles.
- **LA City Works** – this program, geared toward ensuring that young adults become a priority hire in the civil service industry, provides adults 18 years of age and older the with vocational training and employment in administration positions. The participants will have the opportunity to transition to civil services entry-level employment status.
- **HIRE LA 18-24** – this program focuses on adults between the ages of 18-24 and provides full and part-time employment opportunities with local companies from the private sector.

Prior to job placement, the City of Los Angeles Workforce Development System ensures that all participants complete a job readiness training program resulting in a Work Readiness Certification (WRC) endorsed by the Los Angeles Area Chamber of Commerce and City Workforce Investment Board. The WRC is an employer-sought initiative campaign to ensure that young adults gain the skills needed for entry into the workplace.

XIII. EDUCATION – A PARTNERSHIP WITH LAUSD

High-quality public schools are essential partners in a comprehensive community-wide approach to dealing with gangs. We will not solve the gang problem until every child in the Los Angeles Unified School District (LAUSD) has the opportunity to receive an excellent education. We must continue our efforts to transform every school in LAUSD into a place of hope and inspiration for all young people. Our aim is also to collaborate more closely with LAUSD to ensure that our schools are safe and that all students have access to excellent, enriching, and supervised opportunities during non-school hours.

Excellent Schools

- **Implement comprehensive school reform plan based on The Schoolhouse framework in all LAUSD schools.** We need to improve our school district so that every school in LAUSD provides an excellent education for its students. Unfortunately, this is not the case today as our schools are underperforming and far too many students are struggling and dropping out. Many of these dropouts ultimately end up as gang members. We plan to work with LAUSD to implement a comprehensive reform plan throughout the school system based on The Schoolhouse, a school reform framework based on best practices from throughout the country. The Pillars of The Schoolhouse are: High Expectations; Safe, Small and Clean; Empowered Leadership; Powerful Teaching and Rigorous Curriculum; Family and Community Involvement; and More Money to Schools.

Safe Neighborhoods

- **Expand LAUSD Safety Collaborative to develop school-based violence reduction plans at each campus.** As part of each school site's Safe School Plan, the safety collaborative will include agencies from the City, county, faith-based organizations, non-profits and other agencies that support the community and the school. Each safety collaborative must work in tandem with their feeder elementary, middle, and high school sites to develop comprehensive measures to ensure students safety and academic success.
- **Create school-based youth and family centers.** Opening an accessible youth and family center in each LAUSD school is a robust goal, aimed at creating linkages for youth and families to the array of support services outlined in this gang reduction strategy. These services can include counseling, basic health care, adult education, parenting classes, job training, and youth development programs.
- **Expand joint-use opportunities with LAUSD to support the creation of multi-use facilities that provide education, recreation, enrichment opportunities, job placement, and counseling during after-school**

hours. Joint use sites provide families and students with safe and supportive services that are easy to access. They provide prevention options and opportunities for parents to make connections to their child's school. Currently, six projects are complete or near completion.

- **Expand Safe Passageways and Safe Havens to all schools.** Traveling to and from school can be the most stressful part of a student's day. The Safe Havens Network, launched in 2006, aims to provide students with a safe commute to and from school. Efforts must be coordinated to expand the network to include all LAUSD school sites as identified Safe Haven locations. We must also work to expand the Safe Passage programs currently serving 54 LAUSD elementary schools (Kid Watch) and 27 LAUSD middle schools to areas around schools.
- **Work with MTA and DOT to ensure students are safe as they travel to and from school.** The City is a willing partner in assessing traffic patterns, signage, bus schedules, and bus routes to ensure that areas are safe, operationally efficient, and meet the needs of the community.
- **Increase school attendance.** Implementing initiatives to increase attendance could dramatically improve student learning and help keep youth off the streets and in safe and secure environments. The City stands ready to work with LAUSD and other private and public agencies to create and spread innovative and culturally relevant curriculum and programs during the school day and opportunities for students after school hours.
- **Continue to partner with LAUSD to provide access to LAPD's Compstat database systems to track crime trends and address them immediately.**

Opportunities for Deepening Partnerships and Better Serving Youth

- **Expand existing student database systems to provide for the seamless sharing of accurate and timely information across jurisdictions to support students.** This is especially important as students attempt to make the transition from juvenile detention facilities back to their home school. Ideally, the information would also include important indicators such as family history, alcohol and drug use, and other criteria. Students identified with potential high risk factors can be targeted to receive comprehensive services. Accurate data systems allow all personnel working with youth to place students and provide the resources needed for success in school.
- **Coordinate with LAUSD and their Youth Relations Division to systematically provide partnerships to bring conflict mediation programs to schools.** Last year, the City of Los Angeles and LAUSD convened professional mediation experts from several social service organizations to train over 300 youth from 13 LAUSD middle and high

schools in conflict resolution skills. Programs such as this, teaching students to resolve problems in a non-violent manner, can help reduce school violence and provide positive decision-making skills.

- **Support and expand the Los Angeles City Youth Advisory groups.** We should work with existing youth advisory groups to solicit youth perspectives and input in the further design and implementation of the overall gang reduction strategy. The City will provide young people with the time, space and resources to ensure their feedback is valued and that they are able to become involved in the social change they desire for their communities. As a community, we must create experiences and opportunities for the development of leadership skills and civic engagement among our youth in Los Angeles.
- **Collaborate with LAUSD to provide summer bridge programs to offer students career and college experiences as they transition to middle and high school.** The transitions between fifth and sixth grades and between eight and ninth grades are the two most difficult periods for students. Summer bridge programs ranging from one to four weeks could ease the difficult transition between levels while providing early college and career awareness, and a sense of the new life choices for young people.
- **Continue and Deepen Collaboration with LAUSD’s “Beyond the Bell” Program.** Charged with the responsibility of overseeing all Extended Day Programs including the coordination, support, guidance, and leadership for all programs operating beyond the traditional school day. Beyond the Bell works with programs including the Youth Services Program, LA’s BEST, LA Bridges, 21st Century Community Learning Centers, After-School Learning & Safe Neighborhoods Partnership, and Student Run LA.

XIV. FEDERAL, STATE, AND COUNTY COLLABORATION

Close coordination with our federal, state, and county partners is a central element of our community approach to address gang violence. The City of Los Angeles has good working relationships with federal, state, and county law enforcement agencies including the United States Attorney’s Office, the Department of Justice, the Federal Bureau of Investigation, the Drug Enforcement Administration, the Bureau of Alcohol Tobacco and Firearms, the Los Angeles County Sheriff’s Department, the County of Los Angeles Probation Office, Los Angeles District Attorney’s Office and many other agencies. One recent example of this partnership: with City Council approval, \$250,000 was allocated earlier this year to place six probation officers in the San Fernando Valley with each of the six LAPD Divisions to assist law enforcement officers and also serve as a link to services for at-risk youth involved in the criminal justice system. But we must do more.

In addition to close collaboration on the enforcement side of our gang reduction strategy, there is a tremendous amount of work to be done to develop and build strong relationships on the social services components of prevention, intervention, and re-entry. We are reaching out to our federal, state, and county partners to better coordinate regional approaches to mental health services, counseling, housing, foster care, and other basic needs. We are coordinating with the county to make sure these essential services are targeting at-risk youth and are consistent with the City's overall comprehensive community-wide approach to reducing gang-violence.

The Los Angeles County Probation Office, for example, has several programs that focus on at-risk youth and high-risk probationers in the City and comprise significant investments in intervention, re-entry and suppression. Among these are:

- **Developing Increased Safety through Arms Recovery Management (DISARM).** DISARM is a special enforcement operation that consists of Probation officers who target gangs and high-risk probationers in elevated risk situations, conduct probation patrols, searches and seizures, operations and compliance checks, suppression activities in the community, and apprehend wanted probationers.
- **High-Risk/High Need Home-Based Services.** These are intensive family-centered, home-based services for a targeted population of gang-affiliated probation youth and probationers transitioning from juvenile camp back into the community. These services target male and female probationers between the ages of 14 and 18. The programs employ Multi-systemic Therapy (MST) to promote behavior changes, Functional Family Therapy (FFT), Multidimensional Treatment Foster Care (MTFS) for delinquent adolescents requiring close supervision, and an Intensive Aftercare Program to provide oversight for high-risk offenders.
- **High Risk/High Needs Employment.** Provides a wide variety of employment and job placement services to increase vocational and job readiness skills to probationers. These services target male and female probationers between the ages of 14 and 18.
- **Los Angeles Recreation and Parks.** Probation officers are assigned to collaborate with park staff in establishing Probation Department programs at park facilities.
- **Intensive Gang Suppression Program.** This operation employs research-based interventions and behavior strategies for high-risk, gang-involved probationers through five methods: (1) Case management to increase protective factors and decrease risk factors; (2) Behavior management to support a collaborative approach to monitoring gang-involved probationers; (3) Interventions using research-driven approaches that address risk factors and criminogenic needs to tailor individualized treatment efforts; (4) Joint law enforcement and gang suppression

operations; and (5) Neighborhood-level responses to gangs and gang violence.

The City is also a participant in the Los Angeles County Interagency Gang Task Force (IGTF), a standing subcommittee of the Countywide Criminal Justice Coordination Committee (CCJCC). The IGTF consists of representatives from criminal justice organizations and community-based organizations and meets monthly to discuss strategies to reduce gang violence and crime. The IGTF submits an annual report to the Board of Supervisors regarding its progress and also provides semi-annual reports to the CCJCC.

The IGTF hosts an annual Anti-Gang Violence Conference where programs are highlighted that display the importance of collaboration between government and community organizations in addressing the issue of gangs. The IGTF also recognizes the need for both a regional and local approach to addressing gang violence and created nine regional teams based on geographic areas. The regional teams are comprised of representatives from law enforcement, prosecution, probation, parks, schools, community-based organizations, housing, parole, children and family services, youth authority, and faith communities.

The purpose of the regional teams is to build collaboration among suppression, intervention, and prevention efforts to enhance the effectiveness of existing anti-gang programs and start new programs based on the needs of the region. The sharing of strategies and best practices has assisted in greater collaboration and information sharing among the entities that comprise the regional teams.

XV. COMMUNITY MOBILIZATION AND ENGAGEMENT

Community members and stakeholders must be engaged in addressing gang violence and be a part of the solution. In the GRP, stakeholders are active participants in the implementation of the program and help assess local needs, and determining community priorities. The GRP Advisory Committee consists of members from the community, law enforcement officials, schools representatives, probation officers, non-profit and faith-based organizations, juvenile justice agencies, and child welfare agencies that assist with program development, implementation, and evaluation. The committee meets regularly to ensure that the program is implemented properly, plan community events that promote community safety, and ensure collaborative efforts.

We intend to replicate the GRP's Advisory Committees to mobilize the community and enlist their assistance in the community-wide approach to address the gang problem. These Advisory Committees will represent a grassroots effort, bringing community voices and perspectives into the critical planning and assessment phases of neighborhood prevention, intervention, re-entry, and suppression initiatives.

XVI. LOS ANGELES CITY COUNCIL AND AD HOC COMMITTEE ON GANG VIOLENCE AND YOUTH DEVELOPMENT

The Los Angeles City Council has been a key resource in addressing the rise of gang membership and gang violence. Councilman Tony Cardenas has been a leader in this area as the Chair of the Ad Hoc Committee on Gang Violence and Youth Development. His committee hearings have provided critical insight into the problem and examined national regional and local best practices. We intend to continue working closely with the Committee and the entire City Council on this serious challenge to the safety and future of Los Angeles.

XVII. ADVISORY GROUPS

An important commitment of our Gang Reduction Plan is to ensure constant assessment, evaluation, and input from key stakeholders and experts. Accordingly, we intend to create three advisory groups chaired by the Director:

- A City Hall Advisory Group
- A Evaluation and Research Advisory Group
- A Community Advisory Group

Each of these groups will have different charges but all will be involved in ensuring that the City's gang reduction strategy is on target, effective, and inclusive of the problems we face. Once appointed, the Director will work with the City Council to determine membership of each.

XVIII. LEGISLATION AND FUNDING

We have been actively working with Congress and the California State Legislature to promote and pass effective anti-gang legislation that not only addresses gaps in suppression tools, but also aggressively addresses the needs of the region to provide prevention, intervention, and re-entry services.

For example, Senator Dianne Feinstein has proposed S. 456, known as the Gang Prevention and Effective Deterrence Act of 2007, in the United States Senate. This bill seeks to provide additional tools for federal prosecutors, but most importantly, additional funding for prevention, intervention, re-entry, and suppression efforts. In addition, Congressman Adam Schiff has introduced a companion bill, HR 1582, in the United States House of Representatives. We support these bills as a step in the right direction by the federal government to tackle the nationwide problem of gang violence.

In Sacramento we have requested \$30 million from the Governor and State Legislature to fund 10 additional Gang Reduction Zones throughout the City for three years. We are building a coalition with other California cities to make similar funding requests.

Our other legislative priorities include:

- Amending the Street Terrorism and Enforcement Protection Act to include hate crimes.
- Legislation to Allow the Seizure of Gang Assets
- Amend Health and Safety Code Section 11571.1 to add illegal gun possession as a basis for eviction by the City Attorney

XIX. CONCLUSION

Gang violence is the greatest public safety challenge to our great City. It has plagued communities and neighborhoods for too long. Our gang reduction strategy presents the first steps in what must be a long-term effort to address this problem. A comprehensive, collaborative, and community-wide approach is the only solution to this chronic issue, and we must dedicate the resources necessary to have a comprehensive prevention, intervention, re-entry, and suppression program. We must come together as a community to address this problem today and for the long term. Unprecedented local cooperation, leadership, tenacity, and concerted action are required if we are to impede and prevent gang membership and gang violence and their causes in all their complexity.

APPENDIX A

GANG REDUCTION AND YOUTH DEVELOPMENT PROGRAMS

The strategy for the City's Anti-Gang and Youth Development Programs is based on a concept that to be effective, suppression efforts must be leveraged with proven prevention, intervention and community re-entry assistance programs. Law enforcement resources must be combined with social services aimed at steering young people in the right direction. Gangs will not survive if they cannot recruit new members. As part of the City's strategy, approximately \$168 million in City General Fund, Special Fund and grant resources will be appropriated by the City and its proprietary departments in 2007-08 on a diverse array of services benefiting at-risk youth and their families, as demonstrated, below. The initiative concentrates on providing suppression, intervention, prevention, and re-entry and community services.

As part of the City's Anti-Gang and Youth Development Strategy, a Director of Anti-Gang and Youth Development from the Office of the Mayor will be mandated to improve program management and leverage existing City resources more effectively. This approach will allow the City to implement best practices and proven programs that reduce risk factors and community conditions known to perpetuate gang activity.

The balances reflected below, represent estimated appropriations for 2007-08 (fiscal or program year depending on fund) and include numerous funding sources. Items reflected in **bold font** represent new and/or enhanced services.

ANTI-GANG AND YOUTH DEVELOPMENT PROGRAMS	2007-08 PROPOSED APPROPRIATION
<u>AIRPORT</u>	
AIRcademics Passport to Art Program	\$ 25,000
Aviation Careers Education Academy	25,000
Wings to Fly Mentoring Program	51,000
LAWA Jobs Program	3,300,000
Subtotal	\$ 3,401,000
<u>BOARD OF PUBLIC WORKS</u>	
Clean and Green	\$ 2,500,000
Operation Clean Sweep (Office of Community Beautification)	4,280,000
	\$ 6,780,000
<u>CITY ATTORNEY</u>	
Gang Prosecution Program (includes Neighborhood and School Safety Prosecutor programs)	\$ 3,000,000
Community Law Enforcement and Recovery Gang Unit (CLEAR)	1,600,000
Subtotal	\$ 4,600,000
<u>COMMISSION FOR CHILDREN, YOUTH AND THEIR FAMILIES</u>	
Kidwatch LA	\$ 97,000
Neighborhood Network for Kids	95,000
Operation Bright Future	49,000
Subtotal	\$ 241,000
<u>COMMUNITY DEVELOPMENT BLOCK GRANT</u>	
Gang Membership, Vandalism and Illegal Nuisance Reduction	\$ 232,750
Plaza de la Raza	50,000
People in Progress	150,000
Success Now: Mentoring our Youth in Pico Union	100,000
Fuego Tech Fire Rangers	100,000
Gang Prevention and Intervention	450,000
Playa Vista JOBS LA	250,000
Subtotal	\$ 1,332,750

ANTI-GANG AND YOUTH DEVELOPMENT PROGRAMS

**2007-08 PROPOSED
APPROPRIATION**

COMMUNITY DEVELOPMENT DEPARTMENT

Re-entry Employment Options Demonstration Program Grant	\$ 500,000
Central City Neighborhood Partners	400,000
Gang Service Worker Certification Training (i.e. Pat Brown Institute)	200,000
LA Bridges I and II Community Gang Prevention Program	14,000,000
Summer Youth Employment	2,000,000
Youth and Family Centers	2,000,000
Youth Opportunity Movement	3,693,000
Subtotal	\$ 22,793,000

COMMISSION ON THE STATUS OF WOMEN

Young Women at Risk Intervention Program (YWAR)	\$ 120,000
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CULTURAL AFFAIRS

Neighborhood and Community Arts Program	\$ 1,500,000
Youth Arts and Education Program	420,000
Subtotal	\$ 1,920,000

FIRE DEPARTMENT

Explorer Program	\$ 89,000
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HARBOR DEPARTMENT

Gang Alternative Program	\$ 65,000
Harbor Community Development Corporation	135,000
San Pedro Boys and Girls Club	100,000
San Pedro YMCA	150,000
School Boat Tour	57,000
TopSail Program	450,000
Watts2Waterfront	28,500
International Trade High School Program (Wilmington)	440,000
Cabrillo Beach Youth Sailing	87,000
Subtotal	\$ 1,512,500

HOUSING AUTHORITY OF THE CITY OF LOS ANGELES*

Housing Based Day Supervision Program	\$ -
Resident Relations Program	-
Summer Youth Employment Program	-
Subtotal	\$ -

* Funding estimates to be determined.

HUMAN RELATIONS COMMISSION

Baldwin Village Safety Collaborative	\$ 7,500
Cadillac Robertson Safety Task Force	15,000
Ex-Offender Job Fairs	16,000
High School Intervention and LAUSD Support	283,000
Interagency Gang Task Force - Harbor Gateway	26,000
Joint Juvenile Task Force	105,000

ANTI-GANG AND YOUTH DEVELOPMENT PROGRAMS**2007-08 PROPOSED
APPROPRIATION**

Leadership Development Course	30,000
School Safety Collaborative / Safe Passage	18,500
Venice Community Safety and Development Collaborative	25,000
Watts Gang Task Force	128,000
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Subtotal	\$ 654,000

LIBRARY

Expanded Service Hours	\$ 2,530,000
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MAYOR

Community Law Enforcement and Recovery (CLEAR)	\$ 544,000
Anti-Gang and Youth Development Programs	3,000,000
LA'S Best	2,972,000
Learn and Earn	2,000,000
Parenting Program	3,600
Project Parent	7,450
DART (aka Family Violence Prevention)	500,000
STOP Grant	987,228
Ramona Gardens Task Force Grant, Boyle Heights	98,723
Alcohol Beverage Control (Operation ABC Grant)	145,000
Operation of Transportation Safety DUI Prevention Grant	862,000
Justice Assistance Grant (JAG)	3,332,744
Juvenile Justice Delinquency Grant (JJDP)	432,000
Juvenile Accountability Block Grant (JABG)	227,296
Gang Reduction Program Grant, Boyle Heights (GRP)	2,600,000
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Subtotal	\$ 17,712,041

PERSONNEL DEPARTMENT

LA CityWorks Job Program	\$ 84,000
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POLICE DEPARTMENT

Explorer Program	\$ 4,770,000
Gang Impact Teams	53,000,000
Gang Resistance Education and Training (GREAT)	305,000
Jeopardy	1,283,000
Juvenile Impact Program-Harbor	1,322,000
Magnet School Program	1,200,000
Enhanced Police Services (Overtime)	6,200,000
Police Activity League	150,000
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Subtotal	\$ 68,230,000

PUBLIC WORKS CONTRACT ADMINISTRATION

Labor Compliance and Local Hiring Program	\$ 148,000
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RECREATION AND PARKS

After School/Latch Key Program	\$ 457,000
Class Parks	6,134,000
Girls Play LA	430,000
Junior Golf Program (Existing Citywide program)	9,000,000
Westchester Junior Golf Program (New Location)	51,000
Residential Camping Program	1,700,000
Youth Aquatics	10,500,000
New Joint Use Facilities - LAUSD	665,000

ANTI-GANG AND YOUTH DEVELOPMENT PROGRAMS**2007-08 PROPOSED
APPROPRIATION**

Park Ranger Supplemental Deployment	1,300,000
Park & Green Spaces Job Training	2,000,000
Smart Irrigation Jobs Program	975,000
Environmental Stewardship Camp Programs / Camp Radford Renovation	1,000,000
Getting Kids to Camp Program	193,000

Subtotal \$ 34,405,000

WATER AND POWER

Water Demand Management Installation Program	\$ 1,200,000
Youth Services Academy	600,000

Subtotal \$ 1,800,000

TOTAL 2007-08 PROPOSED APPROPRIATIONS

\$ 168,352,291

APPENDIX B GANG REDUCTION ZONES

