



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

October 21, 2009

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

To: All Department Heads

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "WTF", is placed over the printed name of William T. Fujioka.

LOS ANGELES COUNTY GANG STRATEGY RECOMMENDATIONS

Please accept my thanks for the effort you and your staff have invested over the last eight months in the development of strategies to address gangs and gang violence in the County's four demonstration sites of Florence-Firestone, Pacoima, Harbor-Gateway, and Monrovia-Duarte. The input you have provided through workgroup participation, survey completions, and focus group attendance and discussions with my staff have all assisted in the production of these recommendations. I believe these recommendations represent a significant first step in the development of a comprehensive and inclusive approach to addressing gangs and gang violence. As we progress, we will aim to incorporate even more of your recommendations.

Many of you have had an opportunity to share with me directly, or with my staff, your thoughts regarding our direction at the County Regional Gang Violence Committee meeting on Thursday, September 24, 2009. Your sustained involvement in this effort is essential. We hope to enhance all of your core missions by pursuing this common goal of improving communities by impacting the lives of youth and families.

To assist in our implementation efforts, I have included proposed directions for each of the demonstration sites, as well as your department's continued participation in this effort (Attachments A-E). Please identify a senior staff person who will serve as your primary point of contact on this important initiative. This will ensure that, upon Board adoption, your recommendations will receive the attention required.

As we all endeavor to accomplish more with limited resources, I want to again acknowledge your attention to this effort. I look forward to working with you to collectively address gangs in Los Angeles County. Please feel free to contact me or Deputy Chief Executive Officer Brence Culp, at (213) 893-2374, regarding any suggestions or comments you may have. Also, please contact Ms. Lori Manumaleuna, at لمانmaleuna@ceo.lacounty.gov or (213) 893-2374, by October 30, 2009, to designate your department's liaison.

WTF:SRH:BC
VH:llm

Attachments

c: Each Supervisor

"To Enrich Lives Through Effective And Caring Service"

***Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only***

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
OPERATIONS CLUSTER						
Chief Executive Office	Identify all County-sponsored gang specific committees, efforts, initiatives, etc., and place them under the purview of the County Regional Gang Violence Reduction Committee in order to reduce the duplication of efforts.		X			Integrate Services
	Expand the existing team of CEO staff assigned to the Gangs and Violence Reduction Strategy to achieve inter-cluster operability, connectivity to on-going County initiatives and adequate authority to oversee the implementation in the four sites. Create an inter-cluster accountability structure with DCEO(s) oversight. Develop a strategy to effectively communicate to all stakeholders and ensure transparency	X				Integrate Services
	Align the County Gangs and Violence Reduction Strategy with informal and public and private initiatives that target the same population and geographic areas, as well as strive for the broad mission of ensuring the safety, health, and well-being of communities. In particular, attention should be paid to County-sponsored initiatives and how they can align with one another. For instance, the County Gangs and Violence Reduction Strategy should align the DCFS Prevention Initiative Demonstration Project (PIDP) and Children's Council Neighborhood Action Council (NAC).	X				Integrate Services (Establish a Holistic Continuum of Services and Equitably Allocate Resources)
	Create and maintain <i>Primary Prevention, At-Risk/High-Risk Intervention</i> , and <i>Suppression</i> Workgroups in each of the four demonstration sites. Ensure that the Site Coordinator convenes	X				Integrate Services

¹ Proposed staffing level required for workgroup participation and multi-disciplinary team efforts.² Total staff hours envisioned each month per department

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
	Integrate efforts across the Workgroups Potential representatives are listed below, but participation on workgroups may be determined by relevance to task being undertaken. <i>Primary Prevention:</i> DCFS, DPSS, DMH/IPEI (Prevention and Early Identification Program), DPH, Parks and Recreation, schools, appropriate municipal agencies, community based organizations and/or collaborative groups. <i>At-Risk/High-Risk Intervention:</i> DCFS/MART (Multi-Agency Response Team), DMH, Probation, Public Defender, Parole, Sheriff, local law enforcement agencies, juvenile courts, schools, DPH (MCAH), DPSS, and community service providers. - Gang Intervention: HRC, Sheriff, other law enforcement agencies, and gang intervention specialists. <i>Suppression:</i> Sheriff, local law enforcement agencies, District Attorney, Parole, Probation, and DCFS/MART.					
	Integrate performance goals for the Gangs and Violence Reduction Strategy as part of MAPP goals for key personnel across all participating departments. Establish an accountability structure within each County department of all personnel assigned to the Gangs and Violence Reduction Strategy to ensure communication among personnel assigned across the four demonstration sites and to facilitate timely departmental level action when required	X				Adopt Data-Driven and Data-Sharing Policies
	Adopt a refined mission statement and build a strategic plan that is based on an ecological approach to addressing gangs and violence. Use this mission and strategic plan to: Clearly define definitions and goals for primary prevention,		X			Integrate Services
CEO/County Regional Gang Violence Reduction Committee						Integrate Services

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
	at-risk (gang-focused) intervention, high-risk intervention, gang intervention, suppression (i.e., law enforcement), and reentry. Align the implementation and monitoring of site-based strategies with the Committee's mission and strategic plan.					
	Work towards all stakeholders, including County departments, school districts, municipalities, law enforcement, respective legislative bodies governing the member agencies, and communities: Adopting the mission to reduce violence as their own. Articulating their role(s) and responsibilities within all components of the strategic plan (i.e., primary prevention, at-risk/high-risk intervention, law enforcement, and reentry). Oversee the effectiveness of the strategy by developing and measuring outcomes in the demonstration sites regularly and in a timely manner.	X	X			Integrate Services
	Require regular progress reports from workgroups for each of the component areas (i.e., primary prevention, at-risk/high-risk intervention, law enforcement, and reentry) in the respective demonstration sites.	X				Adopt Data-Driven and Data-Sharing Policies
	Provide sufficient resources and a strong political mandate to hold site-based Workgroups accountable for planning and executing strategies consistent with the County Gang Strategy.	X				Focus on Prevention and Prevention-Based Partnerships
County Counsel	Convene and lead a taskforce to consider and resolve the challenges to information sharing across agencies. Taskforce to include both County and non-County experts in legal and legislative matters and develop a plan that enhances the region's ability to deliver integrated and support public-private partnerships. Taskforce to report its findings and recommendations to the Board of Supervisors and CEO.	X				Adopt Data-Driven and Data-Sharing Policies

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
CHILDREN AND FAMILIES WELL-BEING CLUSTER						
Child Support Services	Deploy Staff as needed to participate on the At-Risk/High-Risk Workgroup in each of the demonstration sites.	X				Integrate Services
	Participate in multi-disciplinary team analysis of high-risk youth and families.	X				
Department of Children and Family Services (DCFS)	Deploy DCFS staff (DCFS MART Unit) to participate on the Prevention Workgroup, At-Risk/High-Risk Intervention Workgroup, and Suppression Workgroups in each of the demonstration sites.	X				Integrate Services
	Participate in multi-disciplinary team analysis of high-risk youth and families.	X				Integrate Services
	Continue (where applicable) and expand the placement of DCFS social workers in school environments and encourage a partnership between school-based Probation Officers and social workers.		X			Integrate Services
	In concert with the CEO and Juvenile Court, develop a protocol to ensure that dependent youth who are truant from school, engage in problem behavior, and referred to Informal Juvenile Traffic Court are identified and referred to appropriate prevention services to reduce the likelihood of gang membership and further penetration into the delinquency system.		X			Integrate Services
	Improve the knowledge of local resources for gang prevention and intervention in the 241.1 Unit in order to increase the use of local programming for crossover youth (i.e., dependent youth charged with delinquency).		X			Adopt Data-Driven and Data-Sharing Policies
Community and Senior Services- Human Relations Commission	Deploy staff as needed to participate on the Prevention Workgroup and At-Risk/High-Risk Intervention Workgroup in each of the demonstration sites.	X				Integrate Services
	Provide on-going training and technical assistance to Site Coordinators and demonstration site Workgroups. - Include training on relevant crisis response protocols such as the	X				Adopt Data-Driven and Data-Sharing Policies

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
	Standardized Racialized Gang Violence Response Protocol.					
	Participate in multi-disciplinary team analysis of high-risk youth and families	X				Integrate Services
	Assist in the development of career development/training and employment opportunities for high risk youth and adult probationers.	X				Integrate Services
Department of Public Social Services (DPSS)	Deploy staff to participate on the Prevention Workgroup and At-Risk/High-Risk Intervention Workgroup in each of the demonstration sites.	X				
	Participate in multi-disciplinary team analysis of high-risk youth and families	X				Integrate Services
	Explore Protocols to maximize DPSS personnel's capacity to identify at-risk families and to refer individuals and/or families to services by enhancing training about County and non-County resources, especially for probationers, parolees youth transitioning from camps and offenders transitioning from County jails.		X			Adopt Data-Driven and Data-Sharing Policies
	Explore the use of the CalWorks sanction for truancy as a component of a comprehensive and collaborative truancy prevention and intervention strategy with schools. Probation, DCFS, District Attorney and City Attorney as partners.	X				Integrate Services
Office of Education	Deploy staff as needed to participate on the Prevention Workgroup and At-Risk/High-Risk Intervention Workgroup in each of the demonstration sites.	X				Integrate Services
	Participate in multi-disciplinary team analysis of high-risk youth and families	X				Integrate Services
HEALTH AND MENTAL HEALTH SERVICES CLUSTER						
Department of Mental Health (DMH)	Deploy staff to participate on the Prevention Workgroup and At-Risk/High-Risk Intervention Workgroup in each of the demonstration sites.	X				Integrate Services
	Participate in multi-disciplinary team analysis of high-risk youth	X				Integrate Services

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
	and families					
	Connect Mental Health Prevention and Early Intervention Plans to work in the Gang Strategy.		X			Integrate Services
	Review mental health service availability through DMH clinics or contract providers in the demonstration sites and enhance capacity and access as appropriate.		X			Integrate Services
	Review and revise eligibility requirements for access to mental health services to treat gang-involved or gang-affiliated youth (e.g., MST) and their families.		X			Establish a Holistic Continuum of Services and Equitably Allocate Resources
Department of Public Health (DPH)	Deploy staff as needed to participate on the Prevention Workgroup and At-Risk/High-Risk Intervention Workgroup in each of the demonstration sites.	X				Integrate Services
	Integrate ADPA Drug Free Communities Program with the Gangs and Violence Reduction Strategy, focusing on a prevention approach in the demonstration sites.		X			Integrate Services
	Assist the CEO in the development of an evaluation framework for the Gangs and Violence Reductions recommendations adopted by Board of Supervisor.	X				(Establish a Holistic Continuum of Services and Equitably Allocate Resources) Adopt Data-Driven and Data-Sharing Policies
COMMUNITY AND MUNICIPAL SERVICES CLUSTER						
Community Development Commission/Housing Authority	Deploy staff to participate in Suppression Workgroup in each of the demonstration sites.	X				Integrate Services
	Ensure sufficient consideration of shifting demographics and group relations in the closure and relocation of public housing residents.		X			

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
Department of Parks and Recreation	Deploy staff as needed to participate on the Prevention Workgroup and At-Risk/High Risk Intervention Workgroup in each of the demonstration sites.	X				Establish a Holistic Continuum of Services and Equitably Allocate Resources
	Explore the development of a Parks Program that would extend summer hours and programming to late evenings and weekends through public-private partnerships.	X				Establish a Holistic Continuum of Services and Equitably Allocate Resources
Public Library	Deploy staff to participate on the Prevention Workgroup in demonstration sites where there are County libraries.	X				Integrate Services
	Explore the development of library programs that would increase public awareness and access with focus on extended evening hours and weekends.	X				Establish a Holistic Continuum of Services and Equitably Allocate Resources
Public Works	Deploy staff to participate in the Suppression Workgroup in each demonstration site where appropriate.	X				Integrate Services
PUBLIC SAFETY CLUSTER						
District Attorney	Deploy staff to participate on the At-Risk/High-Risk Intervention Workgroup and Suppression Workgroup in each of the demonstration sites.	X				Integrate Services
	Connect existing truancy and diversion efforts with Prevention and Intervention workgroups in demonstration sites.	X				Integrate Services
	Develop a protocol to ensure that all District Attorneys prosecuting gang motivated crime cases within demonstration sites are trained in the procedures for gang enhancement charge (186.22PC).	X				Adopt Data-Driven and Data Sharing Policies
Office of Public Safety	Deploy staff to participate in Suppression Workgroups in each demonstration site where appropriate.	X				
Probation Department	Deploy staff to participate on the Prevention Workgroup, At- Risk/High-Risk Intervention, and Suppression Workgroups at each of the demonstration sites.	X				Integrate Services
	Participate in multi-disciplinary team analysis of high-risk youth	X				Integrate Services

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
	and families					
	Work to develop/disseminate clear and consistent protocols that outline how WIC 236 referrals are made and how they are handled.		X			Integrate Services
	Increase the use of local gang prevention and intervention programming for dual supervision youth (i.e., crossover/241.1 youth) and youth on probation.		X			Establish a Holistic Continuum of Services and Equitably Allocate Resources
	Implement comprehensive transition planning from camps to communities, with County and non-County agencies as well as community partners and families. Particular emphasis should be placed on supporting families who receive transitioning youth and developing protocols for partnering with schools to ensure transitioning youth can begin an appropriate educational plan immediately upon release from the institution.	X				Establish a Holistic Continuum of Services and Equitably Allocate Resources
	Ensure that the initial assessment of youth entering juvenile halls and camps is comprehensive, addressing all of the bio-psycho-social areas known to cause problems for these youth. 1. Ensure appropriate referral and tracking of non-adjudicated youth entering juvenile halls. 2. Ensure that adjudicated youth are re-assessed at regular intervals.	X				Establish a Holistic Continuum of Services and Equitably Allocate Resources
Public Defender	Deploy staff to participate on At-risk/High-Risk Intervention Workgroup in each of the demonstration sites.	X				Integrate Services
	Ensure existing departmental re-entry efforts are aligned with intervention efforts in demonstration sites.	X				
Sheriff's Department/Local Law Enforcement	Deploy staff to participate on the Prevention Workgroup, At-Risk/High-Risk Intervention Team and Suppression Workgroups in each of the demonstration sites.	X				Integrate Services
	Participate in multi-disciplinary team analysis of high-risk youth and families.	X				Integrate Services

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
	Develop and maintain a suppression interagency information sharing platform with other law enforcement agencies in the region.	X				Adopt Data-Driven and Data-Sharing Policies
	Increase the number of dedicated staff to the Gangs and Violence Reduction Strategy.		X			Integrate Services
	Develop or enhance interagency taskforces to facilitate and support the sharing of information.	X				Adopt Data-Driven and Data-Sharing Policies
	Identify and build partnerships with other agencies such as (but not limited to) probation and parole that would increase the effectiveness of special operations targeted at high-end offenders.	X				Adopt Data-Driven and Data-Sharing Policies
	Actively support and engage in efforts that enable the police to act as referral sources for prevention and high-risk intervention services (e.g., work within sites to identify a protocol for how referrals can be made effectively and efficiently).		X			Integrate Services
NON-COUNTY PARTNERS						
Los Angeles Unified School District (LAUSD)/Monrovia and Duarte School Districts	Review on-going safety initiatives at the district and local school levels for possible integration, particularly as a prevention resource, with the County Gangs and Violence Reduction Strategy. District representatives and local school personnel should also actively participate on Prevention Workgroup and At-Risk/High-Risk Intervention Workgroup to assist in establishing cross-system coordination and information sharing.	X				Integrate Services
	Review truancy policies and modify as needed to connect with available truancy prevention and early intervention services available through the County, cities, and at the community level.		X			Integrate Services
	Review drop out prevention resources and concentrate them in the demonstration sites.		X			Establish a Holistic Continuum of Services and Equitably Allocate Resources
	Review and modify existing policies regarding the enrollment of		X			Establish a Holistic

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
	students transitioning from dependency and delinquency processes, including those being released from juvenile justice facilities, to ensure the best educational outcomes. Specifically, develop comprehensive and seamless transition plans with relevant County departments including Probation and DCFS.					Continuum of Services and Equitably Allocate Resources
	Continue and expand use of school Probation Officers as part of a prevention strategy and work with Probation to develop specific protocols for referring youth who could use services under Welfare Institutions Code 236.		X			Adopt Data-Driven and Data-Sharing Policies
	Identify schools that are significantly gang-impacted and partner with gang intervention specialists to prevent violence on and off campus. To this end, develop or support current interagency safety collaborative to facilitate information-sharing and collaboration between law enforcement, schools, and gang intervention specialists.		X			Establish a Holistic Continuum of Services and Equitably Allocate Resources
Superior Court	Provide an overview of the Los Angeles County Regional Gang Violence and Reduction Strategy and its goals to supervising judges and encourage judges to incorporate the Gang Strategy into policies and procedures, where appropriate.	X				Focus on Prevention and Prevention-Based Partnerships
	Review ways in which the Juvenile Court is currently applying and monitoring truancy laws and work with partner agencies such as the District Attorney's Office, schools, probation, and DCFS to consider more effective ways to consistently use truancy and status offense violations as triggers for immediate prevention responses within the community.	X				Establish a Holistic Continuum of Services and Equitably Allocate Resources
	Implement a protocol within the Informal Juvenile Traffic Courts that (1) requires uniform identification of youth currently under the care of DCFS; (2) requires notification of youth's status in traffic court to DCFS; and (3) increases the likelihood that the youth's social worker refers them to appropriate prevention services through DCFS.		X			Integrate Services

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
	Continue current efforts directed at building multi-agency responses to crossover youth through AB 129 (i.e., youth in the dependency system who are charged with delinquency—also known as 241.1 youth).					
	Consider how Teen Courts and other County court diversion programs can play a formal role in the strategy in each of the sites.		X			Establish a Holistic Continuum of Services and Equitably Allocate Resources
Local Municipalities	Participate actively, where appropriate, on Prevention Workgroup, At-Risk/High-Risk Intervention Team and on Suppression Workgroups to be developed in the demonstration sites.	X				Integrate Services
	Review eligibility requirements for municipal services and develop a plan, where appropriate with the County departments, to eliminate barriers to services for residents of unincorporated areas.	X				Focus on Prevention and Prevention-Based Partnerships
City of Los Angeles	Ensure that the Office of Gang Reduction and Youth Development's (GRYD) implementation strategies are complementary to the regional initiative, and where appropriate, adjust operational protocols to accommodate County demonstration sites that are adjacent to or overlap with selected GRYD areas (e.g., Pacoima, Florence-Firestone, Harbor-Gateway).	X				Integrate Services
Cities of Monrovia and Duarte	Develop joint planning and implementation processes between the cities to maximize prevention resources (e.g., community events, recreational facilities, children and youth services). Include adjacent unincorporated areas in the planning and implementation processes.		X			Focus on Prevention and Prevention-Based Partnerships
California Department of Corrections and Rehabilitation	Collaborate with DPSS to create transition plans for incarcerated persons including pre-release informational workshops and assistance with applying for General Relief upon release (e.g., encouraging participation in the GROW program).		X			Integrate Services

LAC Gang Strategy Department/Agency Partner Recommendations

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Staffing Level ¹	Total Departmental Hours per Month ²	Outcome/ Overarching Principle
	Actively participate in reentry strategies in the demonstration sites including collaboration with law enforcement/Probation to share information (e.g., CLEAR program model and type of collaboration opportunities).	X				Integrate Services
	Actively participate in law enforcement efforts intended to increase the sharing of information, and when applicable, partner with law enforcement on special operations.	X				Adopt Data-Driven and Data-Sharing Policies

Florence Firestone

Primary Goal: To reduce gangs and gang violence through the phased implementation of prevention, intervention and suppression efforts in the demonstration sites.

Overview

In an effort to address gangs and gang violence in four demonstration sites, the County, building upon existing initiatives and efforts, partnered with residents, community organizations, and municipal agencies to develop recommendations for adoption by the Board of Supervisors. This partnership produced an extensive set of recommendations intended to address multiple factors contributing to gangs and gang violence. In light of severe budgetary constraints facing the County and municipal partners, the County will seek to concentrate its resources around the implementation and evaluation of a limited number of recommendations over a 24 month period. Additional recommendations will be considered in subsequent phases.

Demonstration Site Coordinator(s)

From existing County staff, assign a permanent Site Coordinator for each demonstration site who would be responsible for leading the site specific efforts comprised of county and non-county representatives.

- Site coordinators to receive a series of trainings to support their responsibilities including inter-departmental trainings, and trainings on community engagement.
- Site Coordinators, to the extent possible, should be familiar with the communities they will serve and be available for a minimum two year commitment.

Phase 1 (1 – 12 months)		Phase 2 (1 – 24 months)	
PREVENTION WORKGROUP		Prevention Workgroup	
Site Coordinator and CEO staff to partner with Parks to develop additional youth and family programming and recreational activities, focused on extended hours and weekends. • Coordinate with the Community Enhancement Team (CET) to identify and develop partnerships with existing safe passages programs. • Coordinate with the CET to develop partnerships with parks, faith-based community groups, and community organizations that provide community programming. Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion Measure(s): Decreased fear in community; increased sense of trust and cohesion among neighbors; decreased racial tension and racialized violence in community; improved school performance; increased physical activity Site Coordinator and CEO staff to partner with County Public Libraries to increase awareness and access to libraries.		Using existing efforts and initiatives where possible and under the direction of the site coordinator, expand Prevention Workgroup to include representatives from DCFS, DPSS, DMH, DPH, Parks, Schools, Law Enforcement, appropriate municipal agencies, community residents and organizations who would be responsible for implementing the recommendations below. <u>Primary prevention infrastructure</u> Enhance the existing primary prevention infrastructure and service delivery system in the community. • Build upon existing efforts to identify community assets, including the school based and primary prevention services identified in the Auditor-Controller Report, to better coordinate service delivery and address service gaps. • Ensure that all program information (governmental and community) is placed in a central repository that is accessible to residents (e.g. 211/Healthy City). Outcome: General Service Integration Measure(s): Increased Coordination and Service Delivery	

Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
- Develop/enhance programming at public libraries that increases usage by both current and new community residents. Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion Measure(s): Decreased fear in community; increased sense of trust and cohesion among neighbors; improved school performance; increased number of library cards issued AT-RISK/HIGH RISK INTERVENTION WORKGROUP TRANSITION SERVICES FOR YOUTH RE-ENTERING THE COMMUNITY Under the direction of a site coordinator, convene an At-Risk/High-Risk intervention Team comprised of representatives from DCFS, DMH, Probation, Sheriff, local law enforcement agencies, juvenile courts, schools, DPH, DPSS and community service providers. Team members should have a broad knowledge base of their department's functions and resources. The team members would be responsible for: - Coordinating the delivery of resources to both probationers identified as high risk and family members. - Identifying system barriers to the delivery of resources and report to CEO staff. - Participating on multi-disciplinary meetings and assisting site coordinator with the identification of and access to departmental resources. - Providing status updates on services provided through departments or contracted service providers. - Building upon existing efforts to identify community resources for high-risk, high-need populations, including school-based services and other programs identified in the Auditor-Controller Report, to better coordinate service delivery and address service gaps. Outcome: Successful Reentry/Reintegration within Communities for the Formerly Incarcerated Measure(s): Decreased recidivism rates; increased access to public social services and job opportunities; decreased unemployment; improved health and mental health outcomes	Basic financial needs Increase community awareness and access to social services and entitlements to meet basic financial needs. - Coordinate with the Children's Council/SPA to enhance outreach to low-moderate income individuals and families through partnerships with community leaders and networks. - Increase awareness of and access to Earned Income Tax Credit (EITC) refunds for low-moderate income individuals, families and individuals transitioning back into area after being incarcerated. Outcome: Community Economic Development and Family Economic Success Measure(s): Increased household income; decreased reliance on public assistance Education Enhance existing educational programming in the community. - Coordinate with CET to identify and develop partnerships with existing safe passages programs. - Enhance existing truancy/dropout prevention efforts by coordinating truancy and retention efforts of schools, community and governmental agencies (E.g., SARB, Multi Agency Truancy Task Force, DPSS school attendance reporting, law enforcement truancy sweeps). Outcome: Increased Educational Opportunities and Outcomes Measure(s): Improved school performance; decreased truancy and dropout rates; increased attachment to school; increased literacy and education levels At-Risk/High Risk Intervention Workgroup Under the direction of the site coordinator, expand the At-Risk/High Risk Intervention Workgroup to include representatives from District Attorney, Public Defender, Parole, Sheriff, and local law enforcement agencies who would be responsible for implementing the recommendations below Health and mental health (Component of Prevention Workgroup also) Improve access to health services, particularly mental health services, by assessing existing resources and developing partnerships with community based providers in and outside of

RE-ENTRY EFFORT FOR EMERGING ADULT POPULATION

Under the direction of the site coordinator, develop a quarterly resource event, aimed at young adults re-entering the community after incarceration or court-sentencing where both governmental and community resources are made available to participants.

- Work with both the Probation Department and the Sheriff's Community Transition Unit (CTU) to ensure sufficient awareness of events.

Outcome: Successful Reentry/Reintegration within Communities for the Formerly Incarcerated

Measure(s): Decreased recidivism rates; increased access to public social services and job opportunities; decreased unemployment; improved health and mental health outcomes

EMPLOYMENT

In concert with site coordinator, CEO staff to increase employment opportunities for high-risk youth and young adults.

- Coordinate with the CET and Community and Senior Services to develop career path employment opportunities for 25 high-risk youth and young adults.
- Partner with Department of Public Social Services (DPSS) and community partners to identify employees/employers to participate in subsidized employment opportunities. 50 slots have been identified.

Outcome: Community Economic Development and Family Economic Success
Measure(s): Increased employment retention rates; decreased recidivism rates

SUPPRESSION WORKGROUP

Create and maintain a Suppression Workgroup comprised of Sheriff, local law enforcement agencies, District Attorney, Parole, Probation, and DCFS which would be responsible for implementing the recommendations below.

Targeted suppression

Enhance patrol and targeted suppression within the demonstration site.

the demonstration site.

- Identify promising practices for at-risk/high risk individuals and families currently being used in the County.
- Identify common County service connections for individuals and families involved in the Justice system to determine opportunities for improved coordination.
- Explore promising practices for successful intervention with multi-generational gang involved families, including engagement with youth, families and community stakeholders in community action research to test new programs and track effectiveness (e.g., Multi-systemic Therapy, Family Functional Therapy).

Outcome: Improved Individual Health and Mental Health

Measure(s): Decreased recidivism rates; improved health and mental health outcomes; decreased number of children in out of home foster care; decreased domestic violence and child abuse and neglect

Suppression Workgroup**Collaboration**

Enhance collaboration between suppression and prevention and intervention services.

- Identify existing informal and formal processes for youth diversion and referrals to services.

Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence; Service Integration

Measure(s): Decrease in gang membership; decrease in all Part I crimes

Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
• Utilize existing resources to enhance patrol and target suppression efforts to hot spots to deter violence and to identify and arrest the most violent offenders. • Explore the development of a "Cease Fire" Model specific to each demonstration site. Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence Measure(s): Decrease in all Part I crimes; decrease in gang-related crimes <u>Community outreach</u> Enhance relationships within the community. • Explore the development of a protocol for community outreach/support after crisis events, including collaboration with community leaders, intervention workers, and human relation specialists, where appropriate. • Develop a protocol to enhance presence/visibility around and partnerships with parks and schools to deter violence and to foster positive interactions with community residents and schools. • Law enforcement officers within the demonstration site to attend training designed to educate them on the role of intervention workers (e.g., joint LAPD/LASD Advanced Law Enforcement Training Module 1: Intervention). Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence Measure(s): Increased feelings of safety in the community; decrease in all Part I crimes; Increased Social Cohesion	

Harbor-Gateway

Primary Goal: To reduce gangs and gang violence through the phased implementation of prevention, intervention and suppression efforts in the demonstration sites.

Overview

In an effort to address gangs and gang violence in four demonstration sites, the County, building upon existing initiatives and efforts, partnered with residents, community organizations, and municipal agencies to develop recommendations for adoption by the Board of Supervisors. This partnership produced an extensive set of recommendations intended to address multiple factors contributing to gangs and gang violence. In light of severe budgetary constraints facing the County and municipal partners, the County will seek to concentrate its resources around the implementation and evaluation of a limited number of recommendations over a 24 month period. Additional recommendations will be considered in subsequent phases.

Demonstration Site Coordinator(s)

From existing County staff, assign a permanent Site Coordinator for each demonstration site who would be responsible for leading the site specific efforts comprised of county and non-county representatives.

- Site Coordinators to receive a series of trainings to support their responsibilities including inter-departmental trainings, and trainings on community engagement.
- Site Coordinators, to the extent possible, should be familiar with the communities they will serve and be available for a minimum two year commitment.

Phase 1 (1 – 12 months)		Phase 2 (1 – 24 months)
PREVENTION WORKGROUP		Prevention Workgroup
Site Coordinator and CEO staff to develop enhanced programming at Normandale Park, focused on extended hours and weekends. • Coordinate with the local Safe School Collaboratives to identify and develop partnerships with existing safe passages programs. • Coordinate with the neighborhood councils, Harbor-Gateway Task Force and City of Los Angeles Gang Reduction and Youth Development Office to develop partnerships with parks, faith-based community groups, and community organizations that provide community programming. Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion Measure(s): Decreased fear in community; increased sense of trust and cohesion among neighbors; decreased racial tension and racialized violence in community; improved school performance; increased physical activity Site Coordinator and CEO staff to partner with County Public Libraries to increase awareness		Using existing efforts and initiatives where possible and under the direction of the site coordinator, expand Prevention Workgroup to include representatives from DCFS, DPSS, DMH, DPH, Parks, Schools, Law Enforcement, appropriate municipal agencies, community residents and organizations who would be responsible for implementing the recommendations below. <u>Primary prevention infrastructure</u> Enhance the existing primary prevention infrastructure and service delivery system in the community. • Build upon existing efforts to identify community assets, including the school based and primary prevention services identified in the Auditor-Controller Report, to better coordinate service delivery and address service gaps. • Ensure that all program information (governmental and community) is placed in a central repository that is accessible to residents (e.g. 211/Healthy City). Outcome: General Service Integration Measure(s): Increased Coordination and Service Delivery

and access to libraries.

- Develop/enhance programming at public libraries that increases usage by both current and new community residents.

Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion

Measure(s): Decreased fear in community; increased sense of trust and cohesion among neighbors; improved school performance; increased number of library cards issued

AT-RISK/HIGH RISK INTERVENTION WORKGROUP

TRANSITION SERVICES FOR YOUTH RE-ENTERING THE COMMUNITY

Under the direction of a site coordinator, convene an At-Risk/High-Risk intervention Team comprised of representatives from DCFS, DMH, Probation, Sheriff, local law enforcement agencies, juvenile courts, schools, DPH, DPSS and community service providers. Team members should have a broad knowledge base of their department's functions and resources. The team members would be responsible for:

- Coordinating the delivery of resources to both probationers identified as high risk and family members.
- Identifying system barriers to the delivery of resources and report to CEO staff.
- Participating on multi-disciplinary meetings and assisting site coordinator with the identification of and access to departmental resources.
- Providing status updates on services provided through departments or contracted service providers.
- Building upon existing efforts to identify community resources for high-risk, high-need populations, including school-based services and other programs identified in the Auditor-Controller Report, to better coordinate service delivery and address service gaps.

Outcome: Successful Reentry/Reintegration within Communities for the Formerly Incarcerated

Measure(s): Decreased recidivism rates; increased access to public social services and job opportunities; decreased unemployment; improved health and mental health outcomes

Basic financial needs

Increase community awareness and access to social services and entitlements to meet basic financial needs.

- Coordinate with the Children's Council/SPA to enhance outreach to low-moderate income individuals and families through partnerships with community leaders and networks.
- Increase awareness of and access to Earned Income Tax Credit (EITC) refunds for low-moderate-income individuals, families and individuals transitioning back into area after being incarcerated.

Outcome: Community Economic Development and Family Economic Success

Measure(s): Increased household income; decreased reliance on public assistance

Education

Enhance existing educational programming in the community.

- Coordinate with schools to identify and develop partnerships with existing safe passages programs.
- Enhance existing truancy/dropout prevention efforts by coordinating truancy and retention efforts of schools, community and governmental agencies (E.g., SARB, Multi Agency Truancy Task Force, DPSS school attendance reporting, law enforcement truancy sweeps).

Outcome: Increased Educational Opportunities and Outcomes

Measure(s): Improved school performance; decreased truancy and dropout rates; increased attachment to school; increased literacy and education levels

At-Risk/High Risk Intervention Workgroup

Under the direction of the site coordinator, expand the At-Risk/High Risk Intervention Workgroup to include representatives from District Attorney, Public Defender, Parole, Sheriff, and local law enforcement agencies who would be responsible for implementing the recommendations below

Health and mental health (Component of Prevention Workgroup also)

Improve access to health services, particularly mental health services, by assessing existing

RE-ENTRY EFFORT FOR EMERGING ADULT POPULATION

Under the direction of the site coordinator, develop a quarterly resource event, aimed at young adults re-entering the community after incarceration or court-sentencing where both governmental and community resources are made available to participants.

- Work with both the Probation Department and the Sheriff's Community Transition Unit (CTU) to ensure sufficient awareness of events.
- Ensure that County Human Relations' Racialized Gang Violence Prevention Initiative in the Harbor Gateway is incorporated is aligned with efforts to identify and service gang involved youth and adults.

Outcome: Successful Reentry/Reintegration within Communities for the Formerly

Incarcerated

Measure(s): Decreased recidivism rates; increased access to public social services and job opportunities; decreased unemployment; improved health and mental health outcomes

EMPLOYMENT

In concert with site coordinator, CEO staff to increase employment opportunities for high-risk youth and young adults.

- Coordinate with the Pacific Gateway WIB to develop career path employment opportunities for high-risk youth and young adults.
- Partner with Department of Public Social Services (DPSS) and community partners to identify employees/employers to participate in subsidized employment opportunities. 50 slots have been identified.

Outcome: Community Economic Development and Family Economic Success

Measure(s): Increased employment retention rates; decreased recidivism rates

SUPPRESSION WORKGROUP

Create and maintain a Suppression Workgroup comprised of Sheriff, local law enforcement agencies, District Attorney, Parole, Probation, and DCFS which would be responsible for implementing the recommendations below.

Targeted suppression

resources and developing partnerships with community based providers in and outside of the demonstration site.

- Identify promising practices for at-risk/high risk individuals and families currently being used in the County.
- Identify common County service connections for individuals and families involved in the Justice system to determine opportunities for improved coordination.
- Explore promising practices for successful intervention with multi-generational gang involved families, including engagement with youth, families and community stakeholders in community action research to test new programs and track effectiveness (e.g., Multi-systemic Therapy, Family Functional Therapy).

Outcome: Improved Individual Health and Mental Health

Measure(s): Decreased recidivism rates; improved health and mental health outcomes; decreased number of children in out of home foster care; decreased domestic violence and child abuse and neglect

Suppression Workgroup

Collaboration

Enhance collaboration between suppression and prevention and intervention services.

- Identify existing informal and formal processes for youth diversion and referrals to services.

Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence; Service Integration

Measure(s): Decrease in gang membership; decrease in all Part I crimes

Enhance patrol and targeted suppression within the demonstration site.

- Utilize existing resources to enhance patrol and target suppression efforts to hot spots to deter violence and to identify and arrest the most violent offenders.
- Explore the development of a "Cease Fire" Model specific to each demonstration site.

Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence
Measure(s): Decrease in all Part I crimes; decrease in gang-related crimes

Community outreach

Enhance relationships within the community.

- Explore the development of a protocol for community outreach/support after crisis events, including collaboration with community leaders, intervention workers, and human relation specialists, where appropriate.
- Develop a protocol to enhance presence/visibility around and partnerships with parks and schools to deter violence and to foster positive interactions with community residents and schools.
- Law enforcement officers within the demonstration site to attend training designed to educate them on the role of intervention workers (e.g., joint LAPD/LASD Advanced Law Enforcement Training Module 1: Intervention).

Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence
Measure(s): Increased feelings of safety in the community; decrease in all Part I crimes; Increased Social Cohesion

Pacoima

Primary Goal: To reduce gangs and gang violence through the phased implementation of prevention, intervention and suppression efforts in the demonstration sites.

Overview

In an effort to address gangs and gang violence in four demonstration sites, the County, building upon existing initiatives and efforts, partnered with residents, community organizations, and municipal agencies to develop recommendations for adoption by the Board of Supervisors. This partnership produced an extensive set of recommendations intended to address multiple factors contributing to gangs and gang violence. In light of severe budgetary constraints facing the County and municipal partners, the County will seek to concentrate its resources around the implementation and evaluation of a limited number of recommendations over an 18 month period. Additional recommendations will be considered in subsequent phases.

Demonstration Site Coordinator(s)

From existing County staff, assign a permanent Site Coordinator for each demonstration site who would be responsible for leading the site specific efforts comprised of county and non-county representatives.

- Site coordinators to receive a series of trainings to support their responsibilities including inter-departmental trainings, and trainings on community engagement.
- Site Coordinators, to the extent possible, should be familiar with the communities they will serve and be available for a minimum two year commitment.

Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
PREVENTION WORKGROUP Site Coordinator and CEO staff to partner with City Parks to enhance programming during summer months by co-locating various County services at park locations. • Coordinate with the Mayor's Gang Reduction and Youth Development Office (GRYD) to identify and develop partnerships with existing programs and services. Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion Measure(s): Decreased fear in community; increased sense of trust and cohesion among neighbors; decreased racial tension and racialized violence in community; improved school performance; increased physical activity	Prevention Workgroup Using existing efforts and initiatives where possible and under the direction of the site coordinator, expand the Prevention Workgroup to include representatives from DCFS, DPSS, DMH, DPH, Parks, Schools, Law Enforcement, appropriate municipal agencies, community residents and organizations who would be responsible for implementing the recommendations below. Primary prevention infrastructure Enhance the existing primary prevention infrastructure and service delivery system in the community. • Build upon existing efforts to identify community assets, including the school based and primary prevention services identified in the Auditor-Controller Report, to better coordinate service delivery and confirm service gaps. • Ensure that all program information (governmental and community) is placed in

AT-RISK/HIGH RISK INTERVENTION WORKGROUP**TRANSITION SERVICES FOR YOUTH RE-ENTERING THE COMMUNITY**

Under the direction of a site coordinator, convene an At-Risk/High-Risk intervention. Team comprised of representatives from DCFS, DMH, Probation, Sheriff, local law enforcement agencies, juvenile courts, schools, DPH, DPSS and community-service providers. Team members should have a broad knowledge base of their department's functions and resources. The team members would be responsible for:

- Coordinating the delivery of resources to both probationers identified as high risk and their family members.
- Identifying system barriers to the delivery of resources/services and report to CEO staff.
- Participating on multi-disciplinary meetings and assisting site coordinator with the identification of and access to departmental (County and City) resources.
- Providing status updates on services provided through departments or contracted service providers.
- Building upon existing efforts to identify community resources for high-risk, high-need populations, including school-based services and other programs identified in the Auditor-Controller Report, to better coordinate service delivery and address service gaps.

Outcome: Successful Reentry/Reintegration within Communities for the Formerly

Incarcerated

Measure(s): Decreased recidivism rates; increased access to public social services and job opportunities; decreased unemployment; improved health and mental health outcomes

RE-ENTRY EFFORT FOR EMERGING ADULT POPULATION

Under the direction of the site coordinator, develop a quarterly resource event, aimed at young adults re-entering the community after incarceration or court-sentencing where both governmental and community resources are made available to participants.

- Work with both the Probation Department and the Sheriff's Community Transition Unit (CTU) to ensure sufficient awareness of events.

Outcome: Successful Reentry/Reintegration within Communities for the Formerly

Incarcerated

a central repository that is accessible to residents (e.g. 211/Healthy City).

Outcome: General Service Integration

Measure(s): Increased Coordination and Service Delivery

Basic financial needs

Increase community awareness and access to social services and entitlements to meet basic financial needs.

- Coordinate with the Children's Council/SPA to enhance outreach to low-moderate income individuals and families through partnerships with community leaders and networks.
- Increase awareness of and access to Earned Income Tax Credit (EITC) refunds for low-moderate income individuals, families and individuals transitioning back into area after being incarcerated.

Outcome: Community Economic Development and Family

Economic Success

Measure(s): Increased household income; decreased reliance on public assistance

Education

Enhance existing educational programming in the community.

- Coordinate with LAUSD to identify and develop partnerships with existing School Safety Teams.
- Enhance existing truancy/dropout prevention efforts by coordinating truancy and retention efforts of schools, community and governmental agencies (E.g., SARB, Multi Agency Truancy Task Force, DPSS school attendance reporting, law enforcement truancy sweeps).

Outcome: Increased Educational Opportunities and

Outcomes

Measure(s): Improved school performance; decreased truancy and dropout rates; increased attachment to school; increased literacy and education levels

At-Risk/High Risk Intervention Workgroup

Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
Measure(s): Decreased recidivism rates; increased access to public social services and job opportunities; decreased unemployment; improved health and mental health outcomes EMPLOYMENT In concert with site coordinator, CEO staff to increase employment opportunities for high-risk youth and young adults. • Coordinate with the City WIB to develop career path employment opportunities for high-risk youth and young adults. • Partner with Department of Public Social Services (DPSS) and community partners to identify employees/employers to participate in subsidized employment opportunities. 50 slots have been identified. Outcome: Community Economic Development and Family Economic Success Measure(s): Increased employment retention rates; decreased recidivism rates Suppression Workgroup Create and maintain a Suppression Workgroup comprised of Sheriff, Los Angeles Police Department, District Attorney, Parole, Probation, Building and Safety, and DCFS which would be responsible for implementing the recommendations below. Targeted suppression Enhance patrol and targeted suppression within the demonstration site. • Utilize existing resources to enhance patrol and target suppression efforts to hot spots to deter violence and to identify and arrest the most violent offenders. • Explore the development of a "Cease Fire" Model specific to each demonstration site. Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence Measure(s): Decrease in all Part I crimes; decrease in gang-related crimes Community outreach Enhance relationships within the community. • Explore the development of a protocol for community outreach/support after	Under the direction of the site coordinator, expand the At-Risk/High Risk Intervention Workgroup to include representatives from District Attorney, Public Defender, Parole, Sheriff, and local law enforcement agencies who would be responsible for implementing the recommendations below Health and mental health (Component of Prevention Workgroup also) Improve access to health services, particularly mental health services, by assessing existing resources and developing partnerships with community based providers in and outside of the demonstration site. • Identify promising practices for at-risk/high risk individuals and families currently being used in the County. • Identify common County service connections for individuals and families involved in the Justice system to determine opportunities for improved coordination. • Explore promising practices for successful intervention with multi-generational gang involved families, including engagement with youth, families and community stakeholders in community action research to test new programs and track effectiveness (e.g., Multi-systemic Therapy, Family Functional Therapy). Outcome: Improved Individual Health and Mental Health Measure(s): Decreased recidivism rates; improved health and mental health outcomes; decreased number of children in out of home foster care; decreased domestic violence and child abuse and neglect Suppression Workgroup Collaboration Enhance collaboration between suppression and prevention and intervention services. • Identify existing informal and formal processes for youth diversion and referrals to services. Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence; Service Integration Measure(s): Decrease in gang membership; decrease in all Part I crimes

Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
crisis events, including collaboration with community leaders, intervention workers, and human relation specialists, where appropriate. • Develop a protocol to enhance presence/visibility around and partnerships with parks and schools to deter violence and to foster positive interactions with community residents and schools. • Establish regular communication efforts between site coordinator and suppression coordinator. Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence Measure(s): Increased feelings of safety in the community, decrease in all Part I crimes; Increased Social Cohesion	

Monrovia Duarte

Primary Goal: To reduce gangs and gang violence through the phased implementation of prevention, intervention and suppression efforts in the demonstration sites.

Overview

In an effort to address gangs and gang violence in four demonstration sites, the County, building upon existing initiatives and efforts, partnered with residents, community organizations, and municipal agencies to develop recommendations for adoption by the Board of Supervisors. This partnership produced an extensive set of recommendations intended to address multiple factors contributing to gangs and gang violence. In light of severe budgetary constraints facing the County and municipal partners, the County will seek to concentrate its resources around the implementation and evaluation of a limited number of recommendations over an 18 month period. Additional recommendations will be considered in subsequent phases.

Demonstration Site Coordinator(s)

From existing County staff, assign a permanent Site Coordinator for each demonstration site who would be responsible for leading the site specific efforts comprised of county and non-county representatives.

- Site coordinators to receive a series of trainings to support their responsibilities including inter-departmental trainings, and trainings on community engagement.
- Site Coordinators, to the extent possible, should be familiar with the communities they will serve and be available for a minimum two year commitment.

Phase 1 (1 – 12 months)		Phase 2 (1 – 24 months)	
PREVENTION WORKGROUP		Prevention Workgroup	
Site Coordinator and CEO staff to partner with Parks to explore the development of additional youth and family programming and recreational activities, focused on extended hours and weekends. • Coordinate with the Duarte City Consultant and Monrovia Neighborhood Services to identify and develop partnerships with existing programs • Coordinate with the participants of the prevention/intervention group to develop partnerships with parks, faith-based community groups, and community organizations that provide community programming. Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion Measure(s): Decreased fear in community; increased sense of trust and cohesion among neighbors; decreased racial tension and racialized violence in community; improved school		Using existing efforts and initiatives where possible and under the direction of the site coordinator, expand the Prevention Workgroup to include representatives from DCFS, DPSS, DMH, DPH, Parks, Schools, Law Enforcement, appropriate municipal agencies, community residents and organizations who would be responsible for implementing the recommendations below. <u>Primary prevention infrastructure</u> Enhance the existing primary prevention infrastructure and service delivery system in the community. • Build upon existing efforts to identify community assets, including the school based and primary prevention services identified in the Auditor-Controller Report, to better coordinate service delivery and confirm service gaps. • Ensure that all program information (governmental and community) is placed in	

performance; increased physical activity

Site Coordinator and CEO staff to partner with County Public Libraries to increase awareness and access to libraries.

- Develop/enhance programming at public libraries that increases usage by both current and new community residents.

Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion

Measure(s): Decreased fear in community; increased sense of trust and cohesion among neighbors; improved school performance; increased number of library cards issued

AT-RISK/HIGH RISK INTERVENTION WORKGROUP

TRANSITION SERVICES FOR YOUTH RE-ENTERING THE COMMUNITY

Under the direction of a site coordinator, convene an At-Risk/High-Risk intervention Team comprised of representatives from DCFS, DMH, Probation, Sheriff, local law enforcement agencies, juvenile courts, schools, DPH, DPSS and community service providers. Team members should have a broad knowledge base of their department's functions and resources. The team members would be responsible for:

- Coordinating the delivery of resources to both probationers identified as high risk and their family members.
- Identifying system barriers to the delivery of resources/services and report to CEO staff.
- Participating on multi-disciplinary meetings and assisting site coordinator with the identification of and access to agency (County and City) resources.
- Providing status updates on services provided through departments or contracted service providers.
- Building upon existing efforts to identify community resources for high-risk, high-need populations, including school-based services and other programs identified in the Auditor-Controller Report, to better coordinate service delivery and address service gaps.

Outcome: Successful Reentry/Reintegration within Communities for the Formerly Incarcerated

Measure(s): Decreased recidivism rates; increased access to public social services and job opportunities; decreased unemployment; improved health and mental health outcomes

a central repository that is accessible to residents (e.g. 211/Healthy City).

Outcome: General Service Integration
Measure(s): Increased Coordination and Service Delivery

Basic financial needs
Increase community awareness and access to social services and entitlements to meet basic financial needs.

- Coordinate with the Children's Council/SPA to enhance outreach to low-moderate income individuals and families through partnerships with community leaders and networks.
- Increase awareness of and access to Earned Income Tax Credit (EITC) refunds for low-moderate income individuals, families and individuals transitioning back into area after being incarcerated.

Outcome: Community Economic Development and Family Economic Success

Measure(s): Increased household income; decreased reliance on public assistance

Education

Enhance existing educational programming in the community.

- Coordinate with Duarte and Monrovia School Districts to identify and develop partnerships with existing School Safety Teams.
- Enhance existing truancy/dropout prevention efforts by coordinating truancy and retention efforts of schools, community and governmental agencies (E.g., SARB, Multi Agency Truancy Task Force, DPSS school attendance reporting, law enforcement truancy sweeps).

Outcome: Increased Educational Opportunities and Outcomes

Measure(s): Improved school performance; decreased truancy and dropout rates; increased attachment to school; increased literacy and education levels

At-Risk/High Risk Intervention Workgroup

RE-ENTRY EFFORT FOR EMERGING ADULT POPULATION

Under the direction of the site coordinator, develop a quarterly resource event, aimed at young adults re-entering the community after incarceration or court-sentencing where both governmental and community resources are made available to participants.

- Work with both the Probation Department and the Sheriff's Community Transition Unit (CTU) to ensure sufficient awareness of events.

Outcome: Successful Reentry/Reintegration within Communities for the Formerly Incarcerated

Measure(s): Decreased recidivism rates; increased access to public social services and job opportunities; decreased unemployment; improved health and mental health outcomes

EMPLOYMENT

In concert with site coordinator, CEO staff to increase employment opportunities for high-risk youth and young adults.

- Coordinate with the Foothill WIB to develop career path employment opportunities for high-risk youth and young adults.
- Partner with Department of Public Social Services (DPSS) and community partners to identify employees/employers to participate in subsidized employment opportunities. 50 slots have been identified.

Outcome: Community Economic Development and Family Economic Success

Measure(s): Increased employment retention rates; decreased recidivism rates

Suppression Workgroup

Create and maintain a Suppression Workgroup comprised of Sheriff, local law enforcement agencies, District Attorney, Parole, Probation, Building and Safety, and DCFS which would be responsible for implementing the recommendations below.

Targeted suppression

Enhance patrol and targeted suppression within the demonstration site.

Under the direction of the site coordinator, expand the At-Risk/High Risk Intervention Workgroup to include representatives from District Attorney, Public Defender, Parole, Sheriff, and local law enforcement agencies who would be responsible for implementing the recommendations below

Health and mental health (Component of Prevention Workgroup also)

Improve access to health services, particularly mental health services, by assessing existing resources and developing partnerships with community based providers in and outside of the demonstration site.

- Identify promising practices for at-risk/high risk individuals and families currently being used in the County.
- Identify common County service connections for individuals and families involved in the Justice system to determine opportunities for improved coordination.
- Explore promising practices for successful intervention with multi-generational gang involved families, including engagement with youth, families and community stakeholders in community action research to test new programs and track effectiveness (e.g., Multi-systemic Therapy, Family Functional Therapy).

Outcome: Improved Individual Health and Mental Health

Measure(s): Decreased recidivism rates; improved health and mental health outcomes; decreased number of children in out of home foster care; decreased domestic violence and child abuse and neglect

Suppression Workgroup**Collaboration**

Enhance collaboration between suppression and prevention and intervention services.

- Identify existing informal and formal processes for youth diversion and referrals to services.

Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence; Service

Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
	Integration Measure(s): Decrease in gang membership; decrease in all Part I crimes
- Utilize existing resources to enhance patrol and target suppression efforts to hot spots to deter violence and to identify and arrest the most violent offenders. - Explore the development of a "Cease Fire" Model specific to each demonstration site. - Continue patrol collaboration between Monrovia Police Department and LASD. Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence Measure(s): Decrease in all Part I crimes; decrease in gang-related crimes Community outreach Enhance relationships within the community. - Explore the development of a protocol for community outreach/support after crisis events, including collaboration with community leaders, intervention workers, and human relation specialists, where appropriate. - Develop a protocol to enhance presence/visibility around and partnerships with parks and schools to deter violence and to foster positive interactions with community residents and schools. - Establish regular communication efforts between site coordinator and suppression coordinator. Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence Measure(s): Increased feelings of safety in the community; decrease in all Part I crimes; Increased Social Cohesion	