



County of Los Angeles
CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

March 23, 2010

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

**LOS ANGELES COUNTY REGIONAL GANG VIOLENCE REDUCTION INITIATIVE
(ALL AFFECTED) (4 VOTES)**

SUBJECT

A recommendation from the Chief Executive Officer (CEO) to approve the phased implementation of the Los Angeles County Regional Gang Violence Reduction Initiative (INITIATIVE) in four demonstration sites (Florence/Firestone, Pacoima, Monrovia/Duarte, and Harbor/Gateway), to continue the development of strategies to address gangs and gang violence, and to improve service delivery.

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve the phased implementation of the INITIATIVE for the four demonstration sites, as outlined in Attachments A through E, in response to your Board's January 6, 2009, directive.
2. Instruct County Counsel to co-convene with the CEO a task force to consider and develop recommendations to resolve the challenges to information sharing across agencies. The task force shall include both County and non-County experts in legal and legislative matters and develop a plan that enhances the region's ability to share data and information in support of the delivery of integrated services and public-private partnerships. Further instruct County Counsel and the CEO to report its findings and recommendations to your Board in 180 days.
3. Request the Sheriff to continue coordinating and implementing regional and multi-jurisdictional suppression strategies in the four demonstration sites.

Board of Supervisors
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First District

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Second District

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Third District

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Fourth District

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4. Approve the attached Appropriation Adjustment that transfers \$1,922,000 in one-time funding from the Designation for Reopening Jail Beds to the following budget units: Chief Executive Office – Services and Supplies (\$297,000), Department of Parks and Recreation - Services and Supplies (\$40,000), Public Library – Services and Supplies and Salaries and Employee Benefits (\$67,000), and the Provisional Financing Uses Budget (\$1,518,000) in order to implement the INITIATIVE.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On May 8, 2007, your Board directed the CEO to work with the Countywide Criminal Justice Coordination Committee (CCJCC) and key County departments and commissions as well as municipal, State, and Federal jurisdictions to review the findings and recommendations of the Advancement Project Report, the Mayor's Gang Reduction Strategy, and the Sheriff's Change In Paradigm Report to address the crisis of gang violence in Los Angeles County.

Additionally, on January 6, 2009, your Board instructed the CEO to develop strategies to address gang violence through the following directives:

- Form a governing committee (Governing Committee) with oversight responsibilities for the development of the strategies (formally known as the Los Angeles County Regional Gang Violence Reduction Committee).
- Develop prevention, high-risk/re-entry, and suppression strategies in four demonstration site areas and return to the Board with a detailed plan in 180 days.
- Work with the Sheriff to develop coordinated, multi-jurisdictional suppression strategies to be piloted in the four demonstration sites.
- Work with the Auditor-Controller to develop a listing of all County programs involving gang prevention, intervention, and suppression efforts and report back to the CEO within 120 days.

Since the issuance of your directives, the following actions have been taken by the CEO:

- Convened the Governing Committee comprised of departmental principals as well as non-County agencies. The Governing Committee met and completed the following tasks:
 1. Established a task force comprised of the Advancement Project; California State University, Los Angeles; Children and Family Services; Human Relations Commission; Institute for Community Peace, Los Angeles Police Department; Probation; Public Health; and the Sheriff's Department to design and conduct community engagement efforts. During meetings, the task force:
 - Developed various methodologies and documentation necessary to have credible and engaging community interactions;

- Developed data criteria profiles and compiled community specific snapshots to assist community workgroups with greater context for developing strategies;
 - Provided logistical assistance necessary to convene over 20 workgroup meetings, including meeting facilitation, document development, scribing, note taking, meeting summarization, and follow up;
 - Drafted logic models intended to provide clear and reasonable pathways to address root causes of gangs and gang violence; and
 - Compiled and reviewed reports/studies on proven and promising practices in addressing gangs and gang violence.
2. Instructed the task force to convene workgroups to focus on gang prevention, high-risk/re-entry and suppression efforts in each of the demonstration sites. Each workgroup was comprised of residents, County and municipal agencies, and community and religious organizations to solicit specific recommendations for addressing gangs and gang violence. Each workgroup met approximately five times. Recommendations generated by each demonstration site workgroup have been considered and incorporated into the recommendations herein.
 3. Adopted a set of values to assist in framing and developing the recommendations proposed to your Board. These values, outlined in two documents, provide a set of guiding principles and intended outcomes (Attachments F and G).
 4. Worked with both the Los Angeles Sheriff's Department and Los Angeles Police Department to develop a standard gang crime reporting document based on a single definition for gang related crime (Attachment H).
- The Advancement Project and California State University, Los Angeles were engaged by the CEO to prepare community level assessments for each of the demonstration sites. The assessments included community demographic information as well as responses from resident surveys and focus groups. The assessments were completed and copies provided to your Board on June 25, 2009. The recommendations contained in the assessments were also used by the CEO to develop the recommendations before you.
 - Convened a workgroup to determine how to improve services to both juvenile probationers and their families within the Florence-Firestone Demonstration Site. Existing camp transition procedures were reviewed to identify both systemic barriers and opportunities for coordinated service delivery. Through this review process, protocols have been developed or enhanced with the intent of increasing the delivery of County services. Best practices and lessons learned from this workgroup have been used in the development of a community transition protocol that will be implemented in all four demonstration sites.

- Worked with the Auditor-Controller to provide your Board with a listing of County funded gang prevention, high-risk/re-entry, and suppression programs. The report identified programs Countywide and in each of the demonstration sites aimed at addressing gangs and gang violence. The report was completed and provided to your Board on May 6, 2009. The Governing Committee will continue to analyze the report to determine possible opportunities for reallocation of resources to support the implementation of recommendations in the four demonstration sites.
- Continue to partner with community stakeholders and build upon the relationships developed over the past eight months. Targeted initiatives such as the Prevention Initiative Demonstration Project, Linkages, Florence-Firestone Community Enhancement Team, and the efforts already begun around coordinated service delivery at both Magnolia Place and 8300 Vermont will serve as examples of the type of community engagement and service delivery systems to partner with and model.
- On June 17, 2009, the CEO filed a status report and requested an additional 90 days to provide a detailed plan to your Board.

Gangs and Violence Reduction Plan

Gangs and gang violence are symptomatic elements of severely challenged communities. Communities with widespread poverty, lack of educational attainments, high unemployment rates, and insufficient organizational infrastructure are communities where gangs take root and flourish. These decade old challenges will require decade-long solutions. We proceed with the acknowledgement that our recommendations are only the first in a series of actions that the County can take to strengthen communities by addressing, in a more comprehensive and coordinated fashion, the proliferation of gangs and gang violence.

Over the course of 18 months, the CEO proposes to implement the following recommendations to address gangs and gang violence by focusing on multiple factors known to be related to potential gang involvement and to successful re-entry. These recommendations will lay the initial groundwork and infrastructure, as illustrated in the attached organizational chart (Attachment I), necessary for sustained long-term efforts. These recommendations will rely heavily upon the coordinated efforts of County departments, municipal partners, community organizations, and residents. While this letter addresses the first 18 months of this effort, we envision building upon these proposed recommendations with additional recommendations found in the Community Needs Assessments and through our engagement in each community. Our efforts below are also intended to be complemented by community-oriented policing strategies.

Site Coordinator

One Site Coordinator with substantial knowledge and experience will be dedicated to each demonstration area (Attachment J). The positions will be staffed by individuals temporarily assigned to the CEO from County departments for the entirety of the INITIATIVE. To ensure departments are not harmed as a result of the loss of staff, the CEO proposes to reimburse departments and allow for the replacement of loaned staff.

Each Site Coordinator will be responsible for leading both prevention and high-risk/re-entry efforts and will report to the Public Safety Deputy CEO or her designee(s). Site Coordinators will receive training to support their responsibilities.

Prevention Workgroup

A Prevention Workgroup will be convened in each demonstration site by its Site Coordinator. Participation by County departments and various local stakeholders will be determined by their relevance to the task undertaken. Each Prevention Workgroup's tasks will include:

- Developing park-based youth and family programming focused on extended hours and weekends;
- Developing youth and family programming centered on greater awareness and use of libraries;
- Aligning community assets, including school-based services and those identified in the Auditor-Controller Report, to better coordinate the delivery of prevention services;
- Increasing access to Earned Income Tax Credit refunds for low-moderate income individuals, families, and those transitioning back into the community after being incarcerated;
- Ensuring that local truancy/dropout efforts are coordinated among school, community, and governmental agencies; and
- Increasing access to health services, particularly mental health services, by assessing existing resources and developing partnerships with community-based providers in and outside of each demonstration site (Attachments L-1 and L-2).

High-Risk/Re-Entry Workgroup

High-Risk/Re-Entry Workgroups also led by the Site Coordinators will be convened in each demonstration site. The initial charge of these workgroups will center on the implementation of the Probation Youth Community Transition Project for probationers and their families. Juvenile probationers and their families will be identified for enhanced services. A Multi-Disciplinary Team (MDT) led by the Site Coordinator and comprised of representatives from Children and Family Services, Probation, Public Social Services, Mental Health, Office of Education, and Los Angeles

Unified School District, will review and coordinate the delivery of County and partner services to probationers and their families in each demonstration site (Attachment K). Each Site Coordinator will report system level barriers and opportunities discovered through the MDT process to a Systems Opportunities Review Team, as described in Attachment K, which will be tasked with analyzing systemic issues common to all demonstration sites and developing recommendations/action plans for addressing them. The objectives of the Probation Youth Community Transition Project will be:

- To improve and standardize the delivery of coordinated governmental services to probationers and their families; and
- To reduce recidivism rates among juvenile probationers by improving outcomes for probationers and their families.

Each High-Risk/Re-Entry Workgroup's tasks will also include:

- Developing employment opportunities for high-risk youth and adults;
- Developing resource fairs for young probationary adults and adults transitioning back into demonstration sites from county jail;
- Exploring promising practices for successful engagement with multi-generational gang involved families; and
- Developing protocols for community outreach/support, including collaboration with community leaders, gang violence interrupters workers, and human relations specialist where appropriate.

Suppression Workgroup

A Suppression Workgroup led by law enforcement will also be convened in each demonstration site. Each Suppression Workgroup's task will include:

- Enhancing patrols and targeted suppression aimed at hot spots and the most violent offenders, utilizing existing resources;
- Exploring the development and implementation of a Cease Fire (early deterrent) model specific to each demonstration site;
- Enhancing the presence/visibility around parks and schools to deter violence and foster positive interactions with community residents and schools;
- Ensuring law enforcement officers within the demonstration sites attend training on the role of community partners and/or community violence interrupters; and
- Identifying existing informal and formal processes for youth diversion and referral to services.

County Department Participation

Departmental participation at both the executive and operational level has been essential to the development of these recommendations. Successful implementation of these recommendations will rely on the departments' continued participation. Attachment A provides a detailed list of each participating department's anticipated roles. To effectively coordinate these roles, each department will be required to provide a departmental liaison for this effort.

Information Sharing Technology Task Force

Also integral to the implementation of the recommendations and the coordination of services to individuals and families is a comprehensive review and analysis of the challenges to information sharing among County departments and their community partners. While many interim solutions have been identified to allow departments to share and communicate efforts for serving shared clients, an integrated service delivery model needs to be developed using shared information.

To that end, the CEO proposes that County Counsel and the CEO co-lead a task force to develop solutions to the challenges of information sharing across agencies and report back with findings and recommendations, which may include potential legislative changes, to your Board in 180 days. Specifically, the task force should focus on issues related to confidentiality in data sharing, expanding and modifying service definitions (e.g. non-family members living in the home within a case management plan), and barriers to financial support for highest risk families.

Evaluation and Status Reports

As these recommendations are being implemented, they will be evaluated to determine whether they contribute to a reduction in gangs and gang violence and whether safety, health, or other positive outcomes and protective factors for youth and families are being achieved. Potential long-term cost savings and improved allocation of County funds and resources will also be analyzed, as youth and their families are diverted from higher levels of County services and their needs are proactively addressed through less formal community-based services/resources.

The CEO will report to your Board semi-annually with results regarding the implementation of these recommendations. The semi-annual report provided to your Board six months prior to the conclusion of this 18 month phase will include recommendations regarding the continuation of the INITIATIVE as well as the feasibility of replicating the INITIATIVE in other areas of the County. Each report to your Board will include the following:

- Gang-related crime statistics in the demonstration areas;
- Recidivism numbers on participants in the Probation Youth Community Transition Project;
- Evidence of coordinated delivery of services;
- Development and increased utilization of enhanced park and library activities;

- Development of employment opportunities for high-risk individuals in the demonstration sites;
- Development of enhanced suppression efforts in the demonstration sites; and
- Development of prevention efforts aimed at the earliest displays of at-risk behaviors.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The requested Board actions are consistent with the Countywide Strategic Plan Goals as follows: Goal 1 – Operational Effectiveness, maximize the effectiveness of the County's processes, structure, and operations to support timely delivery of customer-oriented and efficient public services; Goal 2 – Children, Family and Adult Well-Being, enriches lives through integrated, cost-effective, and client centered supportive services; Goal 3 - Community and Municipal Services, enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational, and lifelong learning facilities' programs, ensure quality regional open space, recreational, and public works infrastructure services for County residents; Goal 4 – Health and Mental Health, improve health and mental health outcomes and efficient use of resources by promoting proven service models and prevention principles that are population based, client centered and family focused; and Goal 5 - Public Safety, ensure that the committed efforts of the public safety partners continue to maintain and improve the safety and security of the lives of the people of Los Angeles County.

FISCAL IMPACT

The one time Net County Cost associated with implementation of this INITIATIVE over the course of 18 months is \$1,922,000. Funds will be transferred from the Designation for Reopening Jail Beds to the Chief Executive Office, Parks and Recreation, Public Library, and Provisional Financing Uses as described in the attached Appropriation Adjustment. The projected implementation cost for Fiscal Year 2009-10 is \$404,000 in one time County Funds to the following budget units: Chief Executive Office – Services and Supplies (\$297,000), Department of Parks and Recreation – Services and Supplies (\$40,000), Public Library – Services and Supplies and Salaries and Employee Benefits (\$67,000). We recommend funds for the second year of the INITIATIVE, \$1,518,000, be placed in a Provisional Financing Uses account designated for the INITIATIVE for use in Fiscal Year 2010-11. INITIATIVE expenditures also include \$1,169,293 in Workforce Investment Act funds, Transitional Subsidized Employment Funds, Parks and Recreation Cost Savings, and staff resource allocations. Total INITIATIVE expenditures are \$3,091,122 (Attachments L and L-3).

Funds will be used by the CEO to support the development and implementation of the proposed plan. All County departments will be required to actively participate, with the exceptions outlined in Attachment L, within their existing resources. Attachment A outlines the proposed role and responsibilities of each County department and every effort has been made to reduce excessive workload concerns by incorporating and coordinating existing departmental efforts where possible. The CEO will continue to lead a multi-jurisdictional body responsible for identifying existing resources/funds that could be reprogrammed to support/sustain promising practices emerging from the implemented recommendations.

CONCLUSION

The INITIATIVE represents an effort on the part of the County to address gangs and gang violence by coordinating the delivery of services to those identified as being gang involved or at greater risk for gang involvement and their families. Additionally, this effort will allow for the implementation of community specific programs aimed at youth and families that help strengthen neighborhoods and create a greater sense of community. If sustained, this coordinated approach will have the ability to foster structural and systemic change with impacts that will be measured by current and future generations.

Respectfully submitted,



WILLIAM T FUJIOKA
Chief Executive Officer

WTF:BC:JW
SW:VH:cc

Attachments (18)

- c: Executive Office, Board of Supervisors
- County Counsel
- Sheriff's Department
- Auditor-Controller
- Children and Family Services
- Countywide Criminal Justice Coordination Committee
- Mental Health
- Office of Education
- Probation
- Public Health
- Public Social Services
- Los Angeles Unified School District
- City of Los Angeles, Mayor's Office on Gang Reduction and Youth Development
- Los Angeles Police Department

Los Angeles County Regional Gang Violence Reduction Initiative

BOARD LETTER ATTACHMENTS

Attachment A	Department/Agency Partner Recommendations
Attachment B	Florence Firestone Recommendations
Attachment C	Harbor Gateway Recommendations
Attachment D	Pacoima Recommendations
Attachment E	Monrovia Duarte Recommendations
Attachment F	Los Angeles County Regional Gang Violence Reduction Initiative Guiding Principles
Attachment G	Los Angeles County Regional Gang Violence Reduction Initiative Recommended Outcomes and Measures
Attachment H	Los Angeles County Regional Gang Violence Reduction Initiative Crime Statistics Chart
Attachment I	Los Angeles County Regional Gang Violence Reduction Initiative Accountability Structure
Attachment J	Demonstration Site Coordinator Description
Attachment K	Probation Youth Community Transition Project Protocol
Attachment K-1	Probation Youth Community Transition Project Organizational Chart
Attachment K-2	System Barrier/Opportunity Follow-up Form
Attachment L	Los Angeles County Regional Gang Violence Reduction Initiative Funding Request
Attachment L-1	Los Angeles County Parks After Dark Budget/Program Overview
Attachment L-2	Los Angeles County Library Enhanced Programming Budget Overview
Attachment L-3	Appropriation Adjustment

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Outcome/ Overarching Principle
Chief Executive Office	<p>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.</p> <p>Expand the existing team of CEO staff assigned to the Regional Gang Violence Reduction Initiative 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.</p> <ul style="list-style-type: none"> Develop a strategy to effectively communicate to all stakeholders and ensure transparency <p>Align the Regional Gang Violence Reduction Initiative 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 Regional Gang Violence Reduction Strategy should align the DCFS Prevention Initiative Demonstration Project (PIDP), Children's Council Neighborhood Action Council (NAC) and Florence Firestone Community Enhancement Team</p> <p>Create and maintain <i>Primary Prevention, At-Risk/High-Risk Intervention, and Suppression Workgroups</i> in each of the four demonstration sites. Ensure that the Site Coordinator convenes three Workgroups regularly to implement recommendations and develop action plans, communicate about work progress; and to integrate efforts across the Workgroups Potential representatives are listed below, but participation on workgroups may be determined by relevance to task being undertaken.</p>	X	X	Integrate Services
		X		Integrate Services (Establish a Holistic Continuum of Services and Equitably Allocate Resources)
	<ol style="list-style-type: none"> <i>Prevention: DCFS, DPSS, DMH/PEI (Prevention and Early Identification Program), DPH, Parks and Recreation,</i> 	X		Integrate Services

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Outcome/ Overarching Principle
	<p>Library, schools, appropriate municipal agencies, community based organizations and/or collaborative groups.</p> <p>2. <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.</p> <ul style="list-style-type: none"> • Gang Intervention: HRC, Sheriff, other law enforcement agencies, and gang intervention specialists. <p>3. <i>Suppression:</i> Sheriff, local law enforcement agencies, District Attorney, Parole, Probation, and DCFS/MART.</p>			
	<p>Integrate performance goals for the Regional Gang Violence Reduction Initiative as part of MAPP goals for key personnel across all participating departments.</p>	X		Adopt Data-Driven and Data-Sharing Policies
	<p>Establish an accountability structure within each County department of all personnel assigned to the Regional Gang Violence Reduction Initiative to ensure communication among personnel assigned across the four demonstration sites and to facilitate timely departmental level action when required</p>			Integrate Services
CEO/County Regional Gang Violence Reduction Committee	<p>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:</p> <ul style="list-style-type: none"> • Clearly define definitions and goals for primary prevention, 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. 		X	Integrate Services
	<p>Work towards all stakeholders, including County departments, school districts, municipalities, law enforcement, respective</p>		X	Integrate Services

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Outcome/ Overarching Principle
	<p>legislative bodies governing the member agencies, and communities:</p> <ul style="list-style-type: none"> 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). <p>Oversee the effectiveness of the strategy by developing and measuring outcomes in the demonstration sites regularly and in a timely manner.</p>	X		Adopt Data-Driven and Data-Sharing Policies
	<p>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.</p> <p>Provide sufficient resources and a strong political mandate to hold site-based Workgroups accountable for planning and executing strategies consistent with the Regional Gang Violence Reduction Initiative.</p>	X		Adopt Data-Driven and Data-Sharing Policies
Child Support Services	<p>Deploy Staff as needed to participate on the At-Risk/High-Risk Workgroup in each of the demonstration sites.</p> <p>Participate in multi-disciplinary team analysis of high-risk youth and families.</p>	X		Focus on Prevention and Prevention-Based Partnerships
Department of Children and Family Services (DCFS)	<p>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.</p> <p>Participate in multi-disciplinary team analysis of high-risk youth and families.</p> <p>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.</p> <p>In concert with the CEO and Juvenile Court, develop a protocol to ensure that dependent youth who are truant from school, engage</p>	X	X	Integrate Services
				Integrate Services
				Integrate Services
				Integrate Services

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Outcome/ Overarching Principle
	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. Improve the knowledge of local resources for gang prevention and intervention in the 24.1 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 Standardized Racialized Gang Violence Response Protocol.	X		Adopt Data-Driven and Data-Sharing Policies
	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
Community Development Commission/Housing Authority	Deploy staff to participate in Suppression Workgroups 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	
County Counsel	Convene and co-lead a taskforce to consider and resolve the challenges to information sharing across agencies. Task force to include both County and non-County experts in legal and legislative matters and develop a plan that enhances the region's	X		Adopt Data-Driven and Data-Sharing Policies

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Outcome/Overarching Principle
District Attorney	<p>ability to deliver integrated and support public-private partnerships. Task force to report its findings and recommendations to the Board of Supervisors and CEO.</p> <p>Deploy staff to participate on the At-Risk/High-Risk Intervention Workgroup and Suppression Workgroup in each of the demonstration sites.</p> <p>Connect existing truancy and diversion efforts with Prevention and Intervention workgroups in demonstration sites.</p> <p>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).</p>	X		Integrate Services
Department of Mental Health (DMH)	<p>Deploy staff to participate on the Prevention Workgroup and At-Risk/High-Risk Intervention Workgroup in each of the demonstration sites.</p> <p>Participate in multi-disciplinary team analysis of high-risk youth and families.</p> <p>Connect Mental Health Prevention and Early Intervention Plans to work in the Gang Strategy.</p> <p>Review mental health service availability through DMH clinics or contract providers in the demonstration sites and enhance capacity and access as appropriate.</p> <p>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.</p>	X	X	Integrate Services
County Office of Education	<p>Deploy staff as needed to participate on the Prevention Workgroup and At-Risk/High-Risk Intervention Workgroup in each of the demonstration sites.</p> <p>Participate in multi-disciplinary team analysis of high-risk youth and families</p>	X		Integrate Services
Office of Public Safety	<p>Deploy staff to participate in Suppression Workgroups in each demonstration site where appropriate.</p>	X		Integrate Services

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	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
	Develop and implement 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
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 and families	X		Integrate Services
	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/24.1.1 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.	X		Establish a Holistic Continuum of Services and Equitably Allocate Resources

Level	Department/Agency/Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Outcome/Overarching Principle
	2. Ensure that adjudicated youth are re-assessed at regular intervals.			
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		
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)
Public Library	Deploy staff to participate on the Prevention Workgroup in demonstration sites where there are County Libraries.	X		Adopt Data-Driven and Data-Sharing Policies
	Develop and implement library programs that would increase public awareness and access with focus on extended evening hours and weekends.	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		Establish a Holistic Continuum of Services and Equitably Allocate Resources
	Participate in multi-disciplinary team analysis of high-risk youth and families	X		Integrate Services
	Explore Protocols to maximize DPSS personnel's capacity to		X	Adopt Data-Driven and

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Outcome/ Overarching Principle
	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.			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
Public Works	Deploy staff to participate in the Suppression Workgroup in each demonstration site where appropriate.	X		Integrate Services
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
	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 task forces 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
Los Angeles Unified School District (LAUSD)/Monrovia	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	X		Integrate Services

Level	Department/Agency/Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Outcome/ Overarching Principle
and Duarte School Districts	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.			
	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 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.		X	Establish a Holistic Continuum of Services and Equitably Allocate Resources
Superior Court	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	X		Establish a Holistic

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Outcome/ Overarching Principle
	<p>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.</p> <p>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.</p> <ul style="list-style-type: none"> 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). 		X	Continuum of Services and Equitably Allocate Resources
	<p>Consider how Teen Courts and other County court diversion programs can play a formal role in the strategy in each of the sites.</p>		X	Establish a Holistic Continuum of Services and Equitably Allocate Resources
Local Municipalities	<p>Participate actively, where appropriate, on Prevention Workgroup, At-Risk/High-Risk Intervention Team and on Suppression Workgroups to be developed in the demonstration sites.</p> <p>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 in coordination with existing efforts such as the Florence-Firestone Community Enhancement Team (FFCET) or other County-community partnerships.</p>	X		Integrate Services
<i>City of Los Angeles</i>	<p>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</p>	X		Focus on Prevention and Prevention-Based Partnerships
				Integrate Services

Level	Department/Agency Partner Recommendation	Phase 1 (1-12 Mos)	Phase 2 (1-24 Mos)	Outcome/ Overarching Principle
	GRYD areas (e.g., Pacoima, Florence-Firestone, Harbor-Gateway).			
<i>Cities of Monrovia and Duarte</i>	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). 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		Integrate Services
		X		Adopt Data-Driven and Data-Sharing Policies

Los Angeles County Regional Gang Violence Reduction Initiative

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 intra-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)
<p>PREVENTION WORK GROUP</p> <p>The Site Coordinator and CEO staff will partner with the Parks and Library Systems to develop additional youth and family programming and recreational activities providing extended hours and weekend opportunities.</p> <p>Parks programming GOAL: To increase social cohesion and community safety by enhancing youth and family programming at parks.</p> <p>Strategies:</p> <ul style="list-style-type: none"> • 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 faith-based and community based organizations that provide community programming. 	<p>PREVENTION WORK GROUP</p> <p>Using existing efforts and initiatives where possible and under the direction of the Site Coordinator, develop and maintain a Primary Prevention Workgroup comprised of DCFS, DPSS, DMH, DPH, Library, Parks, Schools, Law Enforcement, appropriate municipal agencies, community residents and organizations which would be responsible for implementing the recommendations below.</p> <p>Primary prevention infrastructure GOAL: To increase County capacity to provide prevention services to residents in the demonstration site through improved coordination of government services.</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Identify and build upon existing efforts and community assets, including the school based and primary prevention services identified in the Auditor-Controller Report, to better coordinate service delivery and identify service gaps. • Ensure that all program information (governmental and community) is placed in a

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Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
<p>Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion</p> <p>Measure(s): Increased usage of public areas and community programs; Increased physical activity; Decreased fear in community; Increased sense of trust and cohesion among neighbors; Improved lighting in public spaces; Reduced blight, garbage, and graffiti; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>Library programming GOAL: To increase social cohesion and community safety by enhancing programming at libraries.</p> <p>Strategies</p> <ul style="list-style-type: none"> Partner with County Public Libraries to develop/enhance programming at public libraries that increases usage by both current and new community residents. 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 faith-based and community based organizations that provide community programming. <p>Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion; Improved Educational Opportunities and Outcomes</p> <p>Measure(s): Increased number of library cards issued; Improved school performance; Increased literacy and education levels; Decreased fear in community; Increased sense of trust and cohesion among neighbors; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>AT-RISK/HIGH RISK INTERVENTION WORK GROUP</p> <p>Under the direction of the Site Coordinator, develop and maintain an At-Risk/High Risk Intervention Workgroup comprised of DCFS, DMH, Probation, District Attorney, Public Defender, Parole, Sheriff, local law enforcement agencies, juvenile courts, schools, DPH, DPSS and community service providers which would be responsible for implementing the recommendations below.</p> <p>Probation High Risk Community Transition Program GOAL: To reduce recidivism among juvenile offenders re-entering the community through</p>	<p>central repository that is accessible to residents (e.g. 211/Healthy City).</p> <p>Outcome: Integrated Service Delivery System</p> <p>Measure(s): Improved collaboration and coordination of services; Improved community knowledge of services; Increased community utilization of services; Increased community satisfaction with County services.</p> <p>Basic financial needs GOAL: Improve economic outcomes for the community by increasing awareness and access to social services and entitlements to meet basic financial needs.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 families and individuals transitioning back into the area after being incarcerated. <p>Outcome: Community Economic Development and Family Economic Success</p> <p>Measure(s): Increased participation in financial programs; Increased number of low-moderate income families receiving EITC credits; Increased household income; Decreased reliance on public assistance.</p> <p>Education GOAL: Increase educational opportunities and outcomes in the community through enhanced safe passages and truancy/dropout prevention.</p> <p>Strategies</p> <ul style="list-style-type: none"> Coordinate with the 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). <p>Outcome: Increased Educational Opportunities and Outcomes</p> <p>Measure(s): Improved school safety; Decreased truancy and dropout rates; Increased attachment to school; Increased literacy and education levels; Improved school</p>

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<p>Phase 1 (1 – 12 months) Improved coordination of government services to probationers and their families.</p> <p>Strategies: A Multi-Disciplinary Team will be convened under direction of the Site Coordinator and comprised of representatives from Probation, DCFS, DPSS, Child Support Services, DMH, LACOE, and Community and Senior Services. The team members would be responsible for:</p> <ul style="list-style-type: none"> • Coordinating the delivery of services to probationers identified as high risk and their family members. • Identifying system barriers to the delivery of resources and report to Executive Coordinating Committee staff. • Participating in 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. <p>Outcome: Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System. Measure(s): Decreased recidivism rates; Increased access to public social services; Increased employment; Improved health and mental health outcomes; Improved family functioning; Increased school attendance/placement in appropriate educational setting; Improved case management; Improved collaboration and coordination of services.</p> <p>At-risk/high-risk intervention infrastructure GOAL: To increase County capacity to provide intervention services to at-risk/high-risk residents in the demonstration site through improved coordination of government services.</p> <p>Strategies</p> <ul style="list-style-type: none"> • Identify and build upon existing efforts and 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 identify service gaps. <p>Outcome: Integrated Service Delivery System Measure(s): Improved collaboration and coordination of services; Improved community knowledge of services; Increased community utilization of services; Increased community satisfaction with County services.</p>	<p>Phase 2 (1 – 24 months) performance (API scores).</p> <p>AT-RISK/HIGH RISK INTERVENTION & PRIMARY PREVENTION WORKGROUPS</p> <p>Health and mental health GOAL: 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.</p> <p>Strategies</p> <ul style="list-style-type: none"> • 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 County 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). <p>Outcome: Improved Health and Mental Health; Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System Measure(s): Increased participation in mental health services; Increased utilization of health services; Decreased substance abuse; Reduced chronic disease; Increased parenting skills; Decreased number of children in out of home foster care; Decreased domestic violence and child abuse and neglect; Improved collaboration and coordination of services; Decreased recidivism rates.</p> <p>SUPPRESSION WORKGROUP</p> <p>Collaboration GOAL: Enhance collaboration between suppression and prevention and intervention services through the development of a referral system.</p> <p>Strategies</p> <ul style="list-style-type: none"> • Identify existing informal and formal processes for youth diversion and referrals to services. <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence.</p>
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<p>Phase 1 (1 – 12 months) Re-entry services programming for young adults GOAL: Assist re-entering adults to successfully transition into the community by improving outreach and access to services.</p> <p>Strategies</p> <ul style="list-style-type: none"> • 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. <p>Outcome: Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System</p> <p>Measure(s): Decreased recidivism rates; Increased access to public social services and job opportunities; Increased employment; Improved health and mental health outcomes; Improved family functioning; Improved literacy and education levels; Improved collaboration and coordination of services.</p> <p>Employment GOAL: Increase employment among high-risk youth and young adults through community partnerships and job allocations.</p> <p>Strategies</p> <ul style="list-style-type: none"> • 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) to identify employees/employers to participate in subsidized employment opportunities. 50 slots have been identified. <p>Outcome: Community Economic Development and Family Economic Success</p> <p>Measure(s): Increased employment retention rates; Increased income; Decreased reliance on public assistance.</p> <p>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</p>	<p>Phase 2 (1 – 24 months) Integrated Service Delivery System Measure(s): Decreased youth arrests; Increased referrals to services and diversion programs; Improved collaboration and coordination of services; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes.</p>
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Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
<p>implementing the recommendations below.</p> <p>Targeted suppression GOAL: Reduce gang violence through enhanced patrol and targeted suppression within the demonstration site.</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> 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. <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence Measure(s): Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>Community outreach GOAL: Enhance relationships within the community and between law enforcement and community through community partnerships, outreach and training.</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> 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). <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence; Improved Community Cohesion Measure(s): Increased feelings of safety in the community; Decreased racial tension; Increased sense of trust and cohesion among neighbors; Increased level of trust between community and government agencies; Improved collaboration and coordination of services; Decrease in all Part I crimes; Decrease in gang-related crimes.</p>	

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 intra-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)
<p>PREVENTION WORK GROUP</p> <p>The Site Coordinator and CEO staff will partner with the Parks and Library Systems to develop additional youth and family programming and recreational activities providing extended hours and weekend opportunities.</p> <p>Parks programming GOAL: To increase social cohesion and community safety by enhancing youth and family programming at Normandale Park.</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Partner with Parks to develop additional youth and family programming and recreational activities, focused on extended hours and weekends. • Coordinate with the neighborhood councils, Harbor-Gateway Task Force and City of Los Angeles Gang Reduction and Youth Development Office to identify and develop partnerships with parks, faith-based community groups, and community organizations that provide community programming. 	<p>PREVENTION WORK GROUP</p> <p>Using existing efforts and initiatives where possible and under the direction of the Site Coordinator, develop and maintain a Primary Prevention Workgroup comprised of DCFS, DPSS, DMH, DPH, Parks, Schools, Law Enforcement, appropriate municipal agencies, community residents and organizations which would be responsible for implementing the recommendations below.</p> <p>Primary prevention infrastructure GOAL: To increase County capacity to provide prevention services to residents in the demonstration site through improved coordination of government services.</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Identify and build upon existing efforts and community assets, including the school based and primary prevention services identified in the Auditor-Controller Report, to better coordinate service delivery and identify 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).

<p>Phase 1 (1 – 12 months)</p> <p>Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion</p> <p>Measure(s): Increased usage of public areas and community programs; Increased physical activity; Decreased fear in community; Increased sense of trust and cohesion among neighbors; Improved lighting in public spaces; Reduced blight, garbage, and graffiti; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>Library programming GOAL: To increase social cohesion and community safety by enhancing programming at libraries.</p> <p>Strategies</p> <ul style="list-style-type: none"> Partner with County Public Libraries to develop/enhance programming at public libraries that increases usage by both current and new community residents. Coordinate with the neighborhood councils, Harbor-Gateway Task Force and City of Los Angeles Gang Reduction and Youth Development Office to identify and develop partnerships with parks, faith-based community groups, and community organizations that provide community programming. <p>Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion; Improved Educational Opportunities and Outcomes</p> <p>Measure(s): Increased number of library cards issued; Improved school performance; Increased literacy and education levels; Decreased fear in community; Increased sense of trust and cohesion among neighbors; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>AT-RISK/HIGH RISK INTERVENTION WORK GROUP</p> <p>Under the direction of the Site Coordinator, develop and maintain an At-Risk/High Risk Intervention Workgroup comprised of DCFCS, DMH, Probation, District Attorney, Public Defender, Parole, Sheriff, local law enforcement agencies, juvenile courts, schools, DPH, DPSS and community service providers which would be responsible for implementing the recommendations below.</p> <p>Probation High Risk Community Transition Program GOAL: To reduce recidivism among juvenile offenders re-entering the community through improved coordination of government services to probationers and their families.</p>	<p>Phase 2 (1 – 24 months)</p> <p>Outcome: Integrated Service Delivery System</p> <p>Measure(s): Improved collaboration and coordination of services; Improved community knowledge of services; Increased community utilization of services; Increased community satisfaction with County services</p> <p>Basic financial needs GOAL: Improve economic outcomes for the community by increasing awareness and access to social services and entitlements to meet basic financial needs.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 families and individuals transitioning back into area after being incarcerated. <p>Outcome: Community Economic Development and Family Economic Success</p> <p>Measure(s): Increased participation in financial programs; Increased number of low-moderate income families receiving EITC credits; Increased household income; Decreased reliance on public assistance</p> <p>Education GOAL: Increase educational opportunities and outcomes in the community through enhanced safe passages and truancy/dropout prevention.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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). <p>Outcome: Increased Educational Opportunities and Outcomes</p> <p>Measure(s): Improved school safety; Decreased truancy and dropout rates; Increased attachment to school; Increased literacy and education levels; Improved school performance (API scores)</p>
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<p>Phase 1 (1 – 12 months)</p> <p>Strategies: A Multi-Disciplinary Team will be convened under direction of the Site Coordinator and comprised of representatives from Probation, DCFS, DPSS, Child Support Services, DMH, LACOE, and Community and Senior Services. The team members would be responsible for:</p> <ul style="list-style-type: none"> • Coordinating the delivery of services to probationers identified as high risk and their family members. • Identifying system barriers to the delivery of resources and report to Executive Coordinating Committee staff. • Participating in 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. <p>Outcome: Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System</p> <p>Measure(s): Decreased recidivism rates; Increased access to public social services; Increased employment; Improved health and mental health outcomes; Improved family functioning; Increased school attendance/placement in appropriate educational setting; Improved case management; Improved collaboration and coordination of services</p> <p>At-risk/high-risk intervention infrastructure GOAL: To increase County capacity to provide intervention services to at-risk/high-risk residents in the demonstration site through improved coordination of government services.</p> <p>Strategies</p> <ul style="list-style-type: none"> • Identify and build upon existing efforts and 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 identify service gaps. <p>Outcome: Integrated Service Delivery System</p> <p>Measure(s): Improved collaboration and coordination of services; Improved community knowledge of services; Increased community utilization of services; Increased community satisfaction with County services</p> <p>Re-entry services programming for young adults</p>	<p>Phase 2 (1 – 24 months)</p> <p>AT-RISK/HIGH RISK INTERVENTION & PRIMARY PREVENTION WORKGROUPS</p> <p>Health and mental health GOAL: 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.</p> <p>Strategies</p> <ul style="list-style-type: none"> • 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 County 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). <p>Outcome: Improved Health and Mental Health; Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System</p> <p>Measure(s): Increased participation in mental health services; Increased utilization of health services; Decreased substance abuse; Reduced chronic disease; Increased parenting skills; Decreased number of children in out of home foster care; Decreased domestic violence and child abuse and neglect; Improved collaboration and coordination of services; Decreased recidivism rates</p> <p>SUPPRESSION WORKGROUP</p> <p>Collaboration GOAL: Enhance collaboration between suppression and prevention and intervention services through the development of a referral system.</p> <p>Strategies</p> <ul style="list-style-type: none"> • Identify existing informal and formal processes for youth diversion and referrals to services. <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence; Integrated Service Delivery System</p>
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<p>Phase 1 (1 – 12 months) GOAL: Assist re-entering adults to successfully transition into the community by improving outreach and access to services.</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> • 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 is incorporated in Harbor Gateway and is aligned with efforts to identify and service gang-involved youth and adults. <p>Outcome: Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System</p> <p>Measure(s): Decreased recidivism rates; Increased access to public social services and job opportunities; Increased employment; Improved health and mental health outcomes; Improved family functioning; Improved literacy and education levels; Improved collaboration and coordination of services</p> <p>Employment GOAL: Increase employment among high-risk youth and young adults through community partnerships and job allocations.</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> • 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) to identify employees/employers to participate in subsidized employment opportunities. 50 slots have been identified. <p>Outcome: Community Economic Development and Family Economic Success</p> <p>Measure(s): Increased employment retention rates; Increased income; Decreased reliance on public assistance</p> <p>SUPPRESSION WORKGROUP</p>	<p>Phase 2 (1 – 24 months) Measure(s): Decreased youth arrests; Increased referrals to services and diversion programs; Improved collaboration and coordination of services; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes</p>
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Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
<p>Phase 1 (1 – 12 months) 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.</p> <p>Targeted suppression GOAL: Reduce gang violence through enhanced patrol and targeted suppression within the demonstration site.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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. <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence Measure(s): Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>Community outreach GOAL: Enhance relationships within the community and between law enforcement and community through community partnerships, outreach and training.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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). <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence; Improved Community Cohesion Measure(s): Increased feelings of safety in the community; Decreased racial tension; Increased sense of trust and cohesion among neighbors; Increased level of trust between community and government agencies; Improved collaboration and coordination of services; Decrease in all Part I crimes; Decrease in gang-related crimes</p>	

Los Angeles County Regional Gang Violence Reduction Initiative

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 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 intra-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)
<p>PREVENTION WORK GROUP</p> <p>The Site Coordinator and CEO staff will partner with the Parks and Library Systems to develop additional youth and family programming and recreational activities providing extended hours and weekend opportunities.</p> <p>Parks programming GOAL: To increase social cohesion and community safety by enhancing youth and family programming at parks.</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> • Partner with Parks to develop additional youth and family programming and recreational activities, focused on extended hours and weekends. • Coordinate with the GRYD Office to identify and develop partnerships with existing programs and services. • Identify and develop partnerships with existing safe passages programs. 	<p>PREVENTION WORK GROUP</p> <p>Using existing efforts and initiatives where possible and under the direction of the Site Coordinator, develop and maintain a Primary Prevention Workgroup comprised of DCFS, DPSS, DMH, DPH, Parks, Schools, Law Enforcement, the GRYD Office, appropriate municipal agencies, community residents and organizations which would be responsible for implementing the recommendations below.</p> <p>Primary prevention infrastructure GOAL: To increase County capacity to provide prevention services to residents in the demonstration site through improved coordination of government services.</p> <p><u>Strategies:</u></p> <ul style="list-style-type: none"> • Identify and build upon existing efforts and community assets, including the school based and primary prevention services identified in the Auditor-Controller Report, to better coordinate service delivery and identify service gaps. • Ensure that all program information (governmental and community) is placed in a

<p>Phase 1 (1 – 12 months)</p> <p>Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion</p> <p>Measure(s): Increased usage of public areas and community programs; Increased physical activity; Decreased fear in community; Increased sense of trust and cohesion among neighbors; Improved lighting in public spaces; Reduced blight, garbage, and graffiti; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>Library programming</p> <p>GOAL: To increase social cohesion and community safety by enhancing programming at libraries.</p> <p>Strategies</p> <ul style="list-style-type: none"> Partner with City Public Libraries to develop/enhance programming at public libraries that increases usage by both current and new community residents. Coordinate with the Mayor's Gang Reduction and Youth Development Office (GRYD) to identify and develop partnerships with existing programs and services. Identify and develop partnerships with existing safe passages programs. <p>Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion; Improved Educational Opportunities and Outcomes</p> <p>Measure(s): Increased number of library cards issued; Improved school performance; Increased literacy and education levels; Decreased fear in community; Increased sense of trust and cohesion among neighbors; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>AT-RISK/HIGH RISK INTERVENTION WORK GROUP</p> <p>Under the direction of the Site Coordinator, develop and maintain an At-Risk/High Risk Intervention Workgroup comprised of DCFS, DMH, Probation, District Attorney, Public Defender, Parole, Sheriff, LAPD, the GRYD Office, juvenile courts, schools, DPH, DPSS and community service providers which would be responsible for implementing the recommendations below.</p> <p>Probation High Risk Community Transition Program</p> <p>GOAL: To reduce recidivism among juvenile offenders re-entering the community through improved coordination of government services to probationers and their families.</p>	<p>Phase 2 (1 – 24 months)</p> <p>central repository that is accessible to residents (e.g. 211/Healthy City).</p> <p>Outcome: Integrated Service Delivery System</p> <p>Measure(s): Improved collaboration and coordination of services; Improved community knowledge of services; Increased community utilization of services; Increased community satisfaction with County services</p> <p>Basic financial needs</p> <p>GOAL: Improve economic outcomes for the community by increasing awareness and access to social services and entitlements to meet basic financial needs.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 families and individuals transitioning back into area after being incarcerated. <p>Outcome: Community Economic Development and Family Economic Success</p> <p>Measure(s): Increased participation in financial programs; Increased number of low-moderate income families receiving EITC credits; Increased household income; Decreased reliance on public assistance</p> <p>Education</p> <p>GOAL: Increase educational opportunities and outcomes in the community through enhanced safe passages and truancy/dropout prevention.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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). <p>Outcome: Increased Educational Opportunities and Outcomes</p> <p>Measure(s): Improved school safety; Decreased truancy and dropout rates; Increased attachment to school; Increased literacy and education levels; Improved school</p>
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<p>Phase 1 (1 – 12 months)</p> <p><u>Strategies:</u> A Multi-Disciplinary Team will be convened under direction of the Site Coordinator and comprised of representatives from Probation, DCFS, DPSS, Child Support Services, DMH, LAUSD, the GRYD Office, and Community and Senior Services. The team members would be responsible for:</p> <ul style="list-style-type: none"> • Coordinating the delivery of services to probationers identified as high risk and their family members. • Identifying system barriers to the delivery of resources and report to Executive Coordinating Committee staff. • Participating in 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. <p>Outcome: Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System</p> <p>Measure(s): Decreased recidivism rates; Increased access to public social services; Increased employment; Improved health and mental health outcomes; Improved family functioning; Increased school attendance/placement in appropriate educational setting; Improved case management; Improved collaboration and coordination of services</p> <p>At-risk/high-risk intervention infrastructure GOAL: To increase County capacity to provide intervention services to at-risk/high-risk residents in the demonstration site through improved coordination of government services.</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> • Identify and build upon existing efforts and 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 identify service gaps. <p>Outcome: Integrated Service Delivery System</p> <p>Measure(s): Improved collaboration and coordination of services; Improved community knowledge of services; Increased community utilization of services; Increased community satisfaction with County services</p> <p>Re-entry services programming for young adults GOAL: Assist re-entering adults to successfully transition into the community by improving outreach and access to services.</p>	<p>Phase 2 (1 – 24 months) performance (API scores)</p> <p>AT-RISK/HIGH RISK INTERVENTION & PRIMARY PREVENTION WORKGROUPS</p> <p>Health and mental health GOAL: 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.</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> • 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 County 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). <p>Outcome: Improved Health and Mental Health; Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System</p> <p>Measure(s): Increased participation in mental health services; Increased utilization of health services; Decreased substance abuse; Reduced chronic disease; Increased parenting skills; Decreased number of children in out of home foster care; Decreased domestic violence and child abuse and neglect; Improved collaboration and coordination of services; Decreased recidivism rates</p> <p>SUPPRESSION WORKGROUP</p> <p>Collaboration GOAL: Enhance collaboration between suppression and prevention and intervention services through the development of a referral system.</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> • Identify existing informal and formal processes for youth diversion and referrals to services. <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence;</p>
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<p>Phase 1 (1 – 12 months)</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> 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. <p>Outcome: Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System</p> <p>Measure(s): Decreased recidivism rates; Increased access to public social services and job opportunities; Increased employment; Improved health and mental health outcomes; Improved family functioning; Improved literacy and education levels; Improved collaboration and coordination of services</p> <p>Employment GOAL: Increase employment among high-risk youth and young adults through community partnerships and job allocations.</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> 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) to identify employees/employers to participate in subsidized employment opportunities. 50 slots have been identified. <p>Outcome: Community Economic Development and Family Economic Success Measure(s): Increased employment retention rates; Increased income; Decreased reliance on public assistance</p> <p>SUPPRESSION WORKGROUP</p> <p>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.</p> <p>Targeted suppression</p>	<p>Phase 2 (1 – 24 months)</p> <p>Integrated Service Delivery System</p> <p>Measure(s): Decreased youth arrests; Increased referrals to services and diversion programs; Improved collaboration and coordination of services; Decrease in gang membership; Decrease in all Part 1 crimes; Decrease in gang-related crimes</p>
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Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
<p>Phase 1 (1 – 12 months) GOAL: Reduce gang violence through enhanced patrol and targeted suppression within the demonstration site.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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. <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence Measure(s): Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>Community outreach GOAL: Enhance relationships within the community and between law enforcement and community through community partnerships, outreach and training.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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. <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence; Improved Community Cohesion Measure(s): Increased feelings of safety in the community; Decreased racial tension; Increased sense of trust and cohesion among neighbors; Increased level of trust between community and government agencies; Improved collaboration and coordination of services; Decrease in all Part I crimes; Decrease in gang-related crimes</p>	

Los Angeles County Regional Gang Violence Reduction Initiative

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 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 intra-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)
<p>PREVENTION WORK GROUP</p> <p>The Site Coordinator and CEO staff will partner with the Parks and Library Systems to develop additional youth and family programming and recreational activities providing extended hours and weekend opportunities.</p> <p>Parks programming GOAL: To increase social cohesion and community safety by enhancing youth and family programming at parks.</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Partner with Parks to develop 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. 	<p>PREVENTION WORK GROUP</p> <p>Using existing efforts and initiatives where possible and under the direction of the Site Coordinator, develop and maintain a Primary Prevention Workgroup comprised of DCF, DPSS, DMH, DPH, Parks, Schools, Law Enforcement, appropriate municipal agencies, community residents and organizations which would be responsible for implementing the recommendations below.</p> <p>Primary prevention infrastructure GOAL: To increase County capacity to provide prevention services to residents in the demonstration site through improved coordination of government services.</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Identify and build upon existing efforts and community assets, including the school based and primary prevention services identified in the Auditor-Controller Report, to better coordinate service delivery and identify 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).

Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
<p>Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion</p> <p>Measure(s): Increased usage of public areas and community programs; Increased physical activity; Decreased fear in community; Increased sense of trust and cohesion among neighbors; Improved lighting in public spaces; Reduced blight, garbage, and graffiti; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>Library programming GOAL: To increase social cohesion and community safety by enhancing programming at libraries.</p> <p>Strategies</p> <ul style="list-style-type: none"> Partner with County Public Libraries to develop/enhance programming at public libraries that increases usage by both current and new community residents. 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. <p>Outcome: Safe Public Spaces and Activities for all Residents; Improved Community Cohesion; Improved Educational Opportunities and Outcomes</p> <p>Measure(s): Increased number of library cards issued; Improved school performance; Increased literacy and education levels; Decreased fear in community; Increased sense of trust and cohesion among neighbors; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>AT-RISK/HIGH RISK INTERVENTION WORK GROUP</p> <p>Under the direction of the Site Coordinator, develop and maintain an At-Risk/High Risk Intervention Workgroup comprised of DCFS, DMH, Probation, District Attorney, Public Defender, Parole, Sheriff, local law enforcement agencies, juvenile courts, schools, DPH, DPSS and community service providers which would be responsible for implementing the recommendations below.</p> <p>Probation High Risk Community Transition Program</p>	<p>Outcome: Integrated Service Delivery System</p> <p>Measure(s): Improved collaboration and coordination of services; Improved community knowledge of services; Increased community utilization of services; Increased community satisfaction with County services</p> <p>Basic financial needs GOAL: Improve economic outcomes for the community by increasing awareness and access to social services and entitlements to meet basic financial needs.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 families and individuals transitioning back into area after being incarcerated. <p>Outcome: Community Economic Development and Family Economic Success</p> <p>Measure(s): Increased participation in financial programs; Increased number of low-moderate income families receiving EITC credits; Increased household income; Decreased reliance on public assistance</p> <p>Education GOAL: Increase educational opportunities and outcomes in the community through enhanced safe passages and truancy/dropout prevention.</p> <p>Strategies</p> <ul style="list-style-type: none"> 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). <p>Outcome: Increased Educational Opportunities and Outcomes</p> <p>Measure(s): Improved school safety; Decreased truancy and dropout rates; Increased attachment to school; Increased literacy and education levels; Improved school performance (API scores)</p>

<p>Phase 1 (1 – 12 months) GOAL: To reduce recidivism among juvenile offenders re-entering the community through improved coordination of government services to probationers and their families.</p> <p>Strategies: A Multi-Disciplinary Team will be convened under direction of the Site Coordinator and comprised of representatives from Probation, DCF, DPSS, Child Support Services, DMH, LACOE, and Community and Senior Services. The team members would be responsible for:</p> <ul style="list-style-type: none"> • Coordinating the delivery of services to probationers identified as high risk and their family members. • Identifying system barriers to the delivery of resources and report to Executive Coordinating Committee staff. • Participating in 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. <p>Outcome: Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System Measure(s): Decreased recidivism rates; Increased access to public social services; Increased employment; Improved health and mental health outcomes; Improved family functioning; Increased school attendance/placement in appropriate educational setting; Improved case management; Improved collaboration and coordination of services</p> <p>At-risk/high-risk intervention infrastructure GOAL: To increase County capacity to provide intervention services to at-risk/high-risk residents in the demonstration site through improved coordination of government services.</p> <p>Strategies</p> <ul style="list-style-type: none"> • Identify and build upon existing efforts and 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 identify service gaps. <p>Outcome: Integrated Service Delivery System Measure(s): Improved collaboration and coordination of services; Improved community knowledge of services; Increased community utilization of services; Increased community satisfaction with County services</p>	<p>Phase 2 (1 – 24 months) AT-RISK/HIGH RISK INTERVENTION & PRIMARY PREVENTION WORKGROUPS</p> <p>Health and mental health GOAL: 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.</p> <p>Strategies</p> <ul style="list-style-type: none"> • 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 County 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). <p>Outcome: Improved Health and Mental Health; Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System Measure(s): Increased participation in mental health services; Increased utilization of health services; Decreased substance abuse; Reduced chronic disease; Increased parenting skills; Decreased number of children in out of home foster care; Decreased domestic violence and child abuse and neglect; Improved collaboration and coordination of services; Decreased recidivism rates</p> <p>SUPPRESSION WORKGROUP</p> <p>Collaboration GOAL: Enhance collaboration between suppression and prevention and intervention services through the development of a referral system.</p> <p>Strategies</p> <ul style="list-style-type: none"> • Identify existing informal and formal processes for youth diversion and referrals to services. <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence; Integrated Service Delivery System</p>
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Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
<p>Re-entry services programming for young adults GOAL: Assist re-entering adults to successfully transition into the community by improving outreach and access to services.</p> <p>Strategies</p> <ul style="list-style-type: none"> • 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. <p>Outcome: Successful Transition within Communities for Re-Entering Youth; Integrated Service Delivery System</p> <p>Measure(s): Decreased recidivism rates; Increased access to public social services and job opportunities; Increased employment; Improved health and mental health outcomes; Improved family functioning; Improved literacy and education levels; Improved collaboration and coordination of services</p> <p>Employment GOAL: Increase employment among high-risk youth and young adults through community partnerships and job allocations.</p> <p>Strategies</p> <ul style="list-style-type: none"> • 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) to identify employees/employers to participate in subsidized employment opportunities. 50 slots have been identified. <p>Outcome: Community Economic Development and Family Economic Success</p> <p>Measure(s): Increased employment retention rates; Increased income; Decreased reliance on public assistance</p> <p>SUPPRESSION WORKGROUP Create and maintain a Suppression Workgroup comprised of Sheriff, local law enforcement</p>	<p>Measure(s): Decreased youth arrests; Increased referrals to services and diversion programs; Improved collaboration and coordination of services; Decrease in gang membership; Decrease in all Part I crimes; Decrease in gang-related crimes</p>

Phase 1 (1 – 12 months)	Phase 2 (1 – 24 months)
<p>agencies, District Attorney, Parole, Probation, Building and Safety, and DCFS which would be responsible for implementing the recommendations below.</p> <p>Targeted suppression GOAL: Reduce gang violence through enhanced patrol and targeted suppression within the demonstration site.</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> 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. <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence Measure(s): Decrease in all Part I crimes; Decrease in gang-related crimes</p> <p>Community outreach GOAL: Enhance relationships within the community and between law enforcement and community through community partnerships, outreach and training.</p> <p><u>Strategies</u></p> <ul style="list-style-type: none"> 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. <p>Outcome: Sustained Reductions in Crime, Gang Involvement, and Gang Violence; Improved Community Cohesion Measure(s): Increased feelings of safety in the community; Decreased racial tension; Increased sense of trust and cohesion among neighbors; Increased level of trust between community and government agencies; Improved collaboration and coordination of services; Decrease in all Part I crimes; Decrease in gang-related crimes</p>	

Los Angeles County Regional Gang Violence Reduction Guiding Principles

VISION

Through shared responsibility and action, create and sustain healthy communities, strong families, and thriving children.

MISSION

Comprehensively address the root causes of gangs, gang involvement, and gang violence by partnering with community to address systemic barriers that creates and expands sustained opportunities.

OVERARCHING PRINCIPLE

Cultural Shift. Adopt collaborative policies and practices that are data- and community-driven; focus on prevention and community strengths; integrate services with formal/informal supports; result in sustainable outcomes; and generate cost savings through efficiencies.

SPECIFICALLY:

1. **Community Engagement.** Engage communities as full partners whenever developing/evaluating strategies, services, and supports that enhance community safety and overall well-being.
2. **Focus on Prevention and Prevention-Based Partnerships.** Adopt policies that collectively define County roles and County-community partnerships; and proactively address local conditions that contribute to increased stressors for community residents.
3. **Adopt Data-Driven and Data Sharing Policies.** Allocate resources and develop policies that are driven by data and client-level information sharing to achieve positive and sustainable outcomes for clients and communities.
4. **Establish a Holistic Continuum of Services and Equitably Allocate Resources.** Create/expand arrays of comprehensive services and supports to address the conditions in the community that contribute to gangs and violence based on data, local infrastructures, and community strengths.
5. **Integrate Services.** Implement an inclusive array of community-based services designed around the strengths/needs of residents; are easy to find and easy to use; reduce the duplication of services; and generate cost savings.

Los Angeles County Regional Gang Violence Reduction Initiative

Recommended Outcomes and Measures

Outcome	Measures
Sustained Reductions in Crime, Gang Involvement, and Gang Violence	<ul style="list-style-type: none"> - Decrease in all Part I crimes - Decrease in gang-related crimes - Decrease in gang membership
Community Economic Development and Family Economic Success	<ul style="list-style-type: none"> - Increased employment rates among youth and adults - Increased household income - Decreased reliance on public assistance
Safe Public Spaces and Activities for All Residents	<ul style="list-style-type: none"> - Improved community safety - Improved lighting in public spaces - Reduced blight, garbage, graffiti - Decreased fear in the community - Improved social cohesion
Improved Educational Opportunities and Outcomes	<ul style="list-style-type: none"> - Improved school safety - Decreased truancy and dropout rates - Increased attachment to school - Increased vocational and college-oriented career paths for youth - Increased adult and youth literacy and education levels - Increased school Academic Performance Index scores
Successful Transition within Communities for Re-entering Youth	<ul style="list-style-type: none"> - Decreased recidivism rates - Increased access to public social services and job opportunities - Increased employment rates - Improved health and mental health outcomes
Improved Community Cohesion	<ul style="list-style-type: none"> - Increased sense of trust and cohesion among neighbors - Decreased racial tension and racialized violence in the community - Increased feelings of safety in the community - Increased level of trust between community and government agencies
Improved Health and Mental Health	<ul style="list-style-type: none"> - Decreased substance abuse - Reduced chronic disease - Increased physical activity - Increased access to healthy foods - Decreased domestic violence and child abuse and neglect - Decreased number of children in out of home foster care

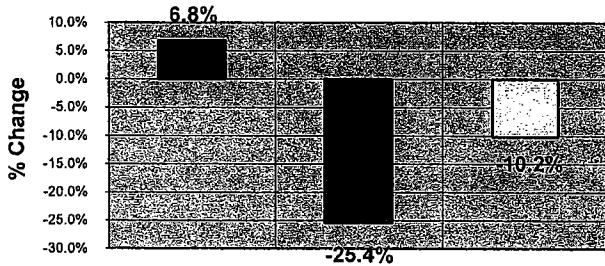
**LOS ANGELES POLICE DEPARTMENT
GANG VIOLENCE REDUCTION STRATEGY (GVRS) Sites
CRIME STATISTICS**

Week Ending
11/30/2009

ALL GANG-RELATED CRIME

GVRS SITE	'09 vs. '08	'09 vs. '08	'09 vs. '08
	YTD	YTD	YTD
	LA City	County	TOTAL
Florence / Firestone	17.2%	-23.9%	-12.8%
Harbor / Gateway	-34.7%	-30.0%	-32.1%
Pacoima	14.7%	0.0%	14.7%
Monrovia / Duarte	0.0%	-29.4%	-29.4%
TOTAL	6.8%	-25.4%	-10.2%

**GANG-RELATED CRIME
ALL SITES**



Current vs. Prior YTD

ALL PART I CRIME

GVRS SITE	'09 vs. '08	'09 vs. '08	'09 vs. '08
	YTD	YTD	YTD
	LA City	County	TOTAL
Florence / Firestone	-16.2%	-20.4%	-19.6%
Harbor / Gateway	-10.1%	-2.5%	-5.5%
Pacoima	-6.8%	0.0%	-6.8%
Monrovia / Duarte	0.0%	-6.8%	-6.8%
TOTAL	-9.9%	-13.2%	-11.9%

**PART I CRIME
ALL SITES**



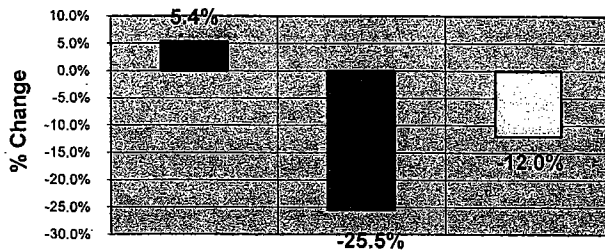
Current vs. Prior YTD

GANG-RELATED VIOLENT CRIME

(Homicides, Rapes, Robberies & Aggravated Assaults)

GVRS SITE	'09 vs. '08	'09 vs. '08	'09 vs. '08
	YTD	YTD	YTD
	LA City	County	TOTAL
Florence / Firestone	8.9%	-24.0%	-15.7%
Harbor / Gateway	-33.3%	-30.0%	-31.4%
Pacoima	16.8%	N/A	16.8%
Monrovia / Duarte	N/A	-29.4%	-29.4%
TOTAL	5.4%	-25.5%	-12.0%

**GANG-RELATED VIOLENT CRIME
ALL SITES**



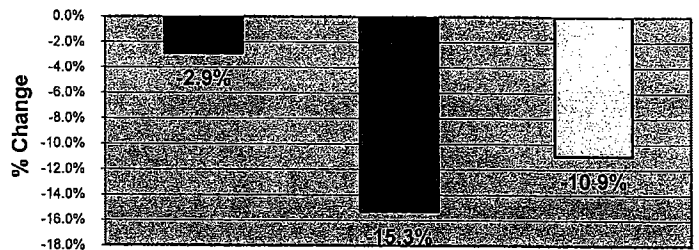
Current vs. Prior YTD

PART I VIOLENT CRIME

(Homicides, Rapes, Robberies & Aggravated Assaults)

GVRS SITE	'09 vs. '08	'09 vs. '08	'09 vs. '08
	YTD	YTD	YTD
	LA City	County	TOTAL
Florence / Firestone	-1.9%	-19.0%	-15.8%
Harbor / Gateway	-21.3%	-14.1%	-16.7%
Pacoima	3.7%	0.0%	3.7%
Monrovia / Duarte	0.0%	15.5%	15.5%
TOTAL	-2.9%	-15.3%	-10.9%

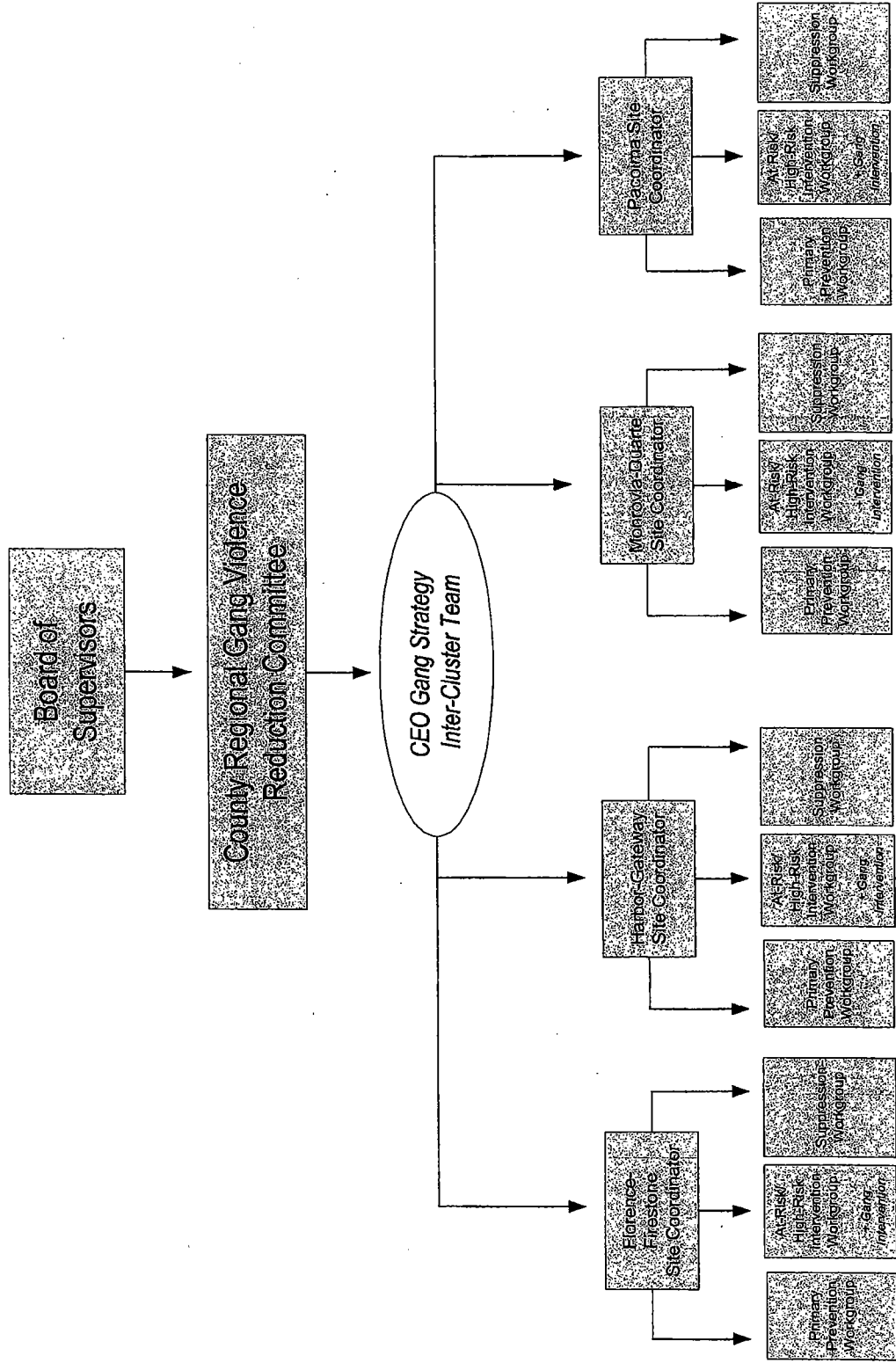
**PART I VIOLENT CRIME
ALL SITES**



Current vs. Prior YTD

N.C.* - Not Calculable

Demonstration Site Strategy Implementation Accountability Structure



Demonstration Site Coordinator(s)

From existing County staff, assign a permanent Site Coordinator for each demonstration site who will be responsible for leading the site specific teams comprised of County and non-County liaisons.

Training/Experience

- Site Coordinators to receive a series of trainings to support their responsibilities.
 - Overview of DCFS role and departmental resources
 - Overview of DPSS role and departmental resources
 - Human Relations training in inter-group dynamics and community engagement.
- Site Coordinator, to the extent possible, should be familiar with the communities they will serve and be available for a minimum two year commitment.
- Site Coordinator should have broad knowledge base of their department's function and resources.
- Site Coordinator's previous experience to include case management and participation on multi-jurisdictional committees or bodies.
- Site Coordinator should possess strong communication and interpersonal skills and be comfortable engaging community stakeholders and varying levels of County governance.

Responsibilities

- Site Coordinator to coordinate through team partners the delivery of County and partner resources to identified probationers and families.
- Site Coordinator to convene multi-disciplinary teams to discuss and resolve issues involving probationer or other family members where appropriate.
- Site Coordinator to ensure adequate follow-up for all services provided to probationer and/or family members.
- Site Coordinator to gain familiarity with community- based resources available to assist identified high-risk probationers and families as well as those programs listed in the Auditor-Controller Gang Funding Report.
- Site Coordinator to gain familiarity with community-based resources available to assist at-risk youth and families as well as those programs listed in the Auditor-Controller Gang Funding Report.
- Site Coordinator to actively participate in the Suppression Workgroup and liaison between the Suppression workgroup and CEO staff.
- Site Coordinator to convene a Prevention Workgroup which would be responsible for implementing the recommendations developed for each demonstration site.
- Site Coordinator to convene an At-Risk/High-Risk Workgroup which would be responsible for implementing the recommendations developed for each demonstration site.

PROBATION YOUTH COMMUNITY TRANSITION PROJECT

OVERVIEW:

In coordination with the CEO and demonstration Site Coordinators, 25 juvenile probationers per demonstration site and their families will be identified for enhanced services during a two-year pilot as part of the County's Gang Violence Reduction Initiative. A Multi-Disciplinary Team (MDT) led by the Site Coordinator and including, but not limited to, representatives from Probation, DCFS, DPSS, Mental Health, Los Angeles Unified School District (LAUSD) and LACOE will review and coordinate the delivery of County and partner services to probationers and their families. System level barriers and opportunities for coordinated services delivery will be identified and addressed for each case. The demonstration Site Coordinator will report system level barriers and opportunities discovered through the MDT process to the Systems Opportunities Review Team (SORT). The SORT will be tasked with analyzing systemic issues common to all demonstration sites and developing recommendations/action plans for addressing these issues in each demonstration site and making recommendations for potential countywide applications. (Attachment K-1)

BACKGROUND:

In concert with Supervisorial Districts 1 and 2, the CEO convened a Workgroup to determine how best to deliver services to both juvenile probationers and their families located within the Florence-Firestone demonstration site. A MDT able to review confidential information was established to coordinate all eligible County services available to probationer and families. Through the review and analysis of de-identified Probation cases, systems barriers and opportunities were identified to improve individual case management and inform systems change. A similar case review workgroup is underway in Pomona. The efforts of these workgroups informed the development of this project.

OBJECTIVES:

- To improve and standardize the delivery of coordinated governmental services to probationers and their families.
- To reduce recidivism rates among juvenile probationers by improving outcomes for probationers and their families.

SYSTEMS OPPORTUNITIES REVIEW TEAM (SORT)

Each month, representatives from Board Offices, CEO, DCFS, Probation, Mental Health, LACOE, LAUSD, District Attorney, Public Defender, Child Support Services, Community and Senior Services and Site Coordinators will meet to discuss and resolve systemic barriers identified through the MDT process. Collectively, this body will be known as the Systems Opportunities Review Team (SORT). Led by CEO staff, SORT will provide oversight for the four demonstration site MDT's. SORT will be responsible for addressing any significant system barriers and opportunities brought to it by individual Site Coordinators analyzing systemic issues across all four sites, and developing recommendations/action plans for potential countywide applications.

SORT Member Guidelines

- Each department who participates on the SORT shall be responsible for identifying a department liaison. The departmental liaison will ensure that department resources are fully accessible to the MDT's, Site Coordinators, and other SORT members. SORT members may also serve as demonstration site MDT members.
- SORT participants will be selected based on their department's mandated role, and contact with the probationers and families participating in the MDT's. Participants should have direct knowledge of department's involvement with probationers and families.
- Information discussed during SORT meetings shall remain confidential and only be used to assist in the delivery of more coordinated services for probationers and their families.

SORT Process

1. Site Coordinators will be responsible for ensuring that cross-cluster policy issues, system barriers and opportunities are brought to the attention of the SORT.
2. SORT will discuss systemic or policy issues such as:
 - Enforcement/standardization of existing procedures
 - Improved communication and collaboration with other departments
 - Procedural efficiencies
 - Development of new procedures/forms
 - Technology/database changes
 - Improved capacity (funding/staffing)
 - Policy/legislative changes
 - Barriers to engaging family unit
 - Barriers to engaging probationer (i.e., refuses treatment, misses appointments)
 - Accessibility barriers (cost, location, application process, etc)
3. Information discussed during SORT meetings shall be used to assist in the delivery of more coordinated services for both probationers and families.
4. SORT will track and report progress addressing system barriers and opportunities across all four demonstration sites. (Attachment K-2)
5. SORT will develop a set of recommendations for potential countywide application at the end of the 2-year pilot.

SELECTION AND CASE MANAGEMENT PROCESS

Selection Criteria

25 juvenile probationers (Ages 13-17 when identified for project) and their families per demonstration site, meeting at least three of the following criteria will be selected to participate in the enhanced service delivery project:

- Probationer has been identified by Probation Department as being at high-risk for recidivism or is gang-involved.
- Probationer and/or immediate family members who have contact with or demonstrate a need for additional County services.
- Probationer and/or immediate family members lack appropriate school attainment or display a pattern of truancy.
- Probationer resides within the demonstration site boundaries.

For the initial 18 months of the program, additional probationers and families may be selected for participation as probationers are terminated from probation or successfully complete project. Each MDT will review at least 25 cases each calendar year.

Identification and Case Flow

- Potential probationers transitioning back into the community from camp will be identified at time of court order for enhanced services during transition back into community.
- Potential probationers supervised by the Gang Intensive Supervision Unit will be identified at time of assignment to unit by a supervisor for enhanced services.
- Probation Camp Assessment Unit (CAU) to provide daily list of all probationers receiving camp order and provide to Camp Community Transition Program (CCTP). CCTP to review lists and identify probationers residing in four demonstration sites and provide information to CCTP Supervising Deputy Probation Officer (SDPO).
- Gang Intensive Supervision Supervisor and CCTP Supervising Deputy Probation Officers to provide probationer/family information to site coordinator. This will allow the coordinator an opportunity to contact probationer's family and begin engagement. A written waiver will be obtained from the family by either Site Coordinator or Probation Officer to conduct a cross-system assessment and case review.
- Site Coordinator will review Probation's most recent Los Angeles Resiliency and Risk Checkup (LARRC) score and case file to identify probationers meeting selection criteria of high-risk for recidivism or gang-involvement.
- Site Coordinator will commence a cross-systems assessment to determine any prior or existing contacts by probationer or family with County department. Where there are instances of prior or existing contacts with County departments and/or the site coordinator is able to identify an unmet need of the probationer or family, the Site Coordinator will convene the MDT to develop a collective plan for probationer and family.
- In the event funds are identified for a community provider, the community provider will commence engagement with probationer's family 70 days prior to the probationer's release. Community provider will work with Site Coordinator to engage family to ensure all members are receiving appropriate and coordinated services/referrals for a period of four months after the minor is released. At the conclusion of the four months, the community provider will complete a family case plan prior to terminating services.

Multi-Disciplinary Team (MDT)

MDT Member Guidelines

- Each department who participates on the MDT shall be responsible for identifying a departmental liaison. The departmental liaison will ensure that department services are fully accessible to the probationer and his/her family. Departmental liaisons may also serve as MDT members.
- MDT participants will be selected based on their department's mandated role, and contact with the probationer or family. Participants should have direct knowledge of department's involvement with probationer or family.
- Information discussed during MDT meeting shall remain confidential and only be used to assist in the delivery of more coordinated services for probationers and families.

Team Members and Responsibilities

Site Coordinator:

- As the team leader, the Site Coordinator will take responsibility for coordinating the efforts of the team once the probationer and family have been identified. The coordinator will commence a cross-systems assessment of the probationer and family and determine which County departments and partner agencies should be represented in team meetings and discussions. The Site Coordinator will convene the team to assist in the development of a coordinated plan for probationer and family. Additionally, the Site Coordinator will be responsible for bringing system barriers and opportunities to the attention of SORT for follow-up.

Probation (Supervising Deputy Probation Officer):

- A Supervising Deputy Probation Officer (SDPO) will serve as the Probation liaison to both the Site Coordinator and MDT, ensuring that probationers meeting the eligibility requirements are identified and brought to the attention of the Site Coordinator. SDPO will participate in the MDT meetings and ensure that departmental resources are delivered and any barriers to/opportunities for delivery are identified and provided to Site Coordinator.

Children and Family Services:

- A Supervising Children and Family Services (DCFS) Social Worker will assist the Site Coordinator in accessing departmental information in the event there is a history of contact with DCFS or if the MDT determines that services provided through DCFS (e.g. family preservation, Wrap Around Services, etc) might benefit the family.
- In the event there is an active DCFS case with the family of the probationer, DCFS' mandated protocol will take precedent and social worker will lead team case planning.

Mental Health

- Department of Mental Health (DMH) contracted providers will assist the Site Coordinator by ensuring that probationers with mental health care needs are engaged in treatment. Additionally, contract providers will assist with the referral of other family members in the event the MDT becomes aware of their mental health care needs. DMH staff will also assist coordinator by troubleshooting issues that arise regarding provider capacity or service delivery.

Public Social Services:

- Department of Public Social Services (DPSS) staff will pre-screen probationer and family for open cases. If there is no open case, DPSS staff will assist probationer and family in executing application for eligible services. In the event there is an open case, DPSS staff will ensure that all appropriate benefits are being provided to probationer and family. DPSS staff will also assist the Site Coordinator and MDT by troubleshooting issues related to DPSS benefits.

Los Angeles Unified School District/local school district:

- A Camp Returnee Counselor will assist the Probationer with school enrollment and with accessing all school related resources. Additionally, the counselor will assist with the referral of siblings to appropriate school resources as appropriate.

MDT Case Management

- The Site Coordinator will case manage plans for probationers and families for a minimum of six months with the intent of ensuring that the following are in place:
 - Educational/vocational engagement
 1. Probationer, siblings and other family members are fully engaged in an educational program or have been referred to vocational opportunities.
 - Health/Mental Health service link
 1. Health and mental health transition plans have been established for appropriate probationers, and referrals/eligibility screenings have occurred for other family members.
 2. Referral to parenting classes has been provided to parents/caregivers.
 - Maximized County service engagement to probationer and family
 1. All appropriate services have been made available to probationer and family members.
 2. County services are provided in a manner that is coordinated and takes into consideration the specific needs of each probationer and family.
- Site Coordinators will provide updates on each probationer and family to the SORT upon completion of camp, at 3-month and 6-month intervals after transition into community, and upon completion of Probation.

OUTCOMES

Case Management Evaluation

The effectiveness of this project will be determined by measuring the following outcomes one year after case management termination for both probationer and family members where appropriate:

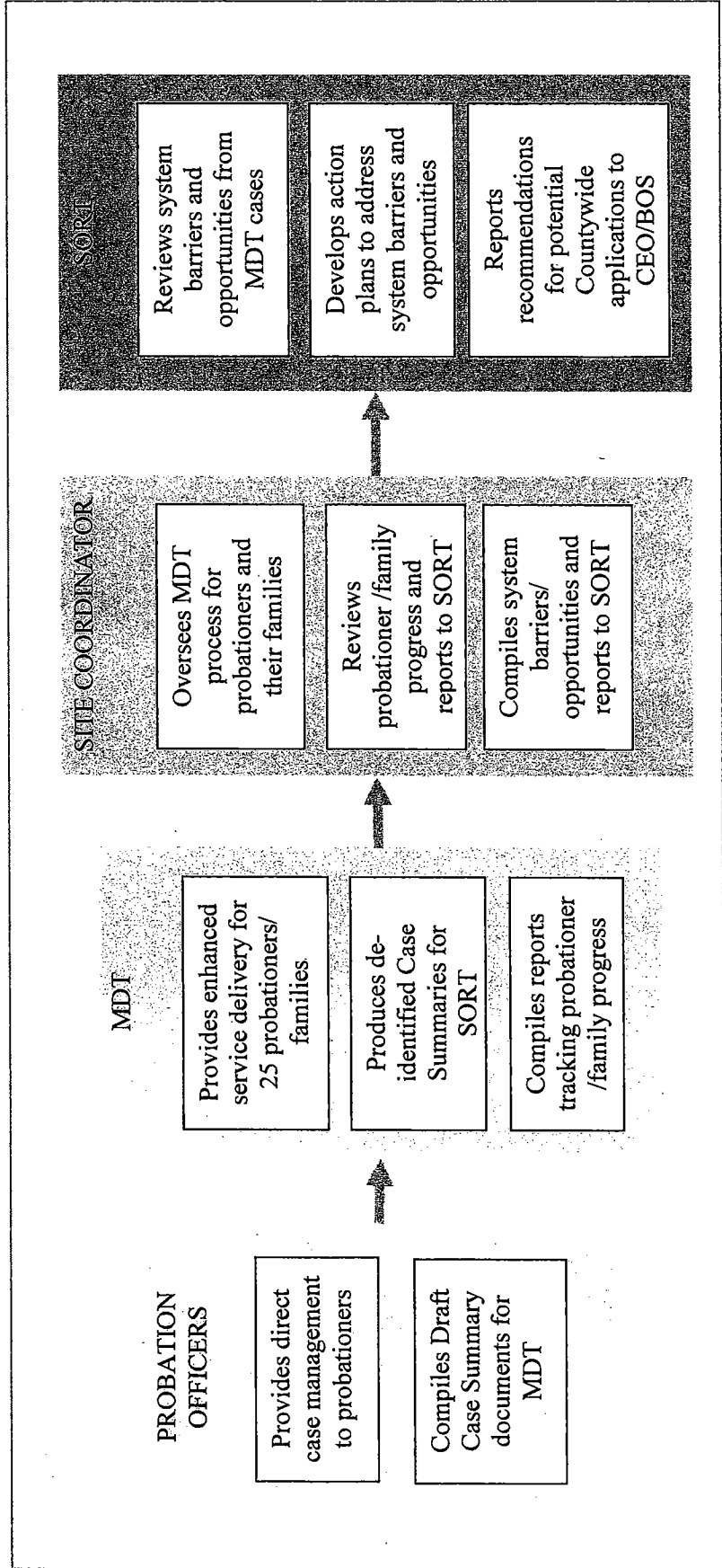
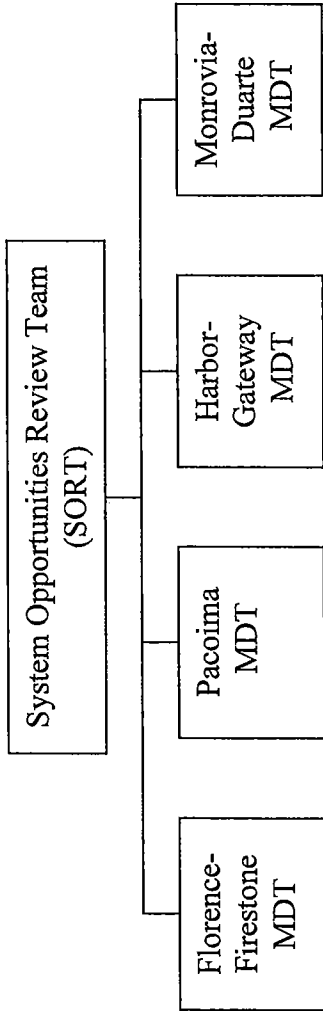
- No occurrence of new convictions or sustained petitions
- Improved ability of family units to function independently with little or minimal assistance from governmental agencies or formal community partners
- Increased school attendance, placement in appropriate educational setting, and improved school performance of both the probationer and any siblings residing in household
- Increased access to and utilization of public social services, as appropriate
- Increased employment and household income
- Improved parental monitoring and family relations
- Improved self control and problem-solving skills
- Decreased association with delinquent peers and increased pro-social interests
- Improved health and mental health
- Improved individual case management
- Increased coordination and service delivery

SORT Evaluation

The review team's effectiveness will be determined by measuring the following outcomes:

- Increased inter-departmental collaboration and service coordination
- Removal of identified system barriers
- Development of standard protocols for delivery of services to probationers and families
- Increased inter-departmental cross-training opportunities

Probation Youth Community Transition Project
Organizational Chart & Information Process Flowchart



**System Opportunities Review Team
System Barrier/Opportunity Follow-Up Form**

STATUS _____

CASE NUMBER:				
DEMONSTRATION SITE	<input type="checkbox"/> Florence-Firestone	<input type="checkbox"/> Pacoima	<input type="checkbox"/> Harbor-Gateway	<input type="checkbox"/> Monrovia-Duarte
BARRIER/OPPTY:				
BARRIER/OPPTY TYPE:				
Agencies Involved:				

FOLLOW-UP PLAN/PROGRESS

Date	Action Item /Progress	Responsible Party	System Outcome

Los Angeles County Regional Gang Violence Reduction Initiative

FUNDING REQUEST ESTIMATE & INITIATIVE BUDGET

One Time Net County Cost (NCC)	FY2009-10	FY2010-11
4 Site Coordinators ¹	\$174,156.84	\$696,627.36
1 Administrative Assistant I	\$ 16,815.64	\$ 82,520.63
Services & Supplies	\$ 5,000.00	\$ 10,000.00
Parks Program ²	\$ 40,470.00	\$372,986.36
Library Program ³	\$ 67,405.00	\$155,378.00
Board/CEO Community Specific Initiatives	\$100,000.00	\$200,000.00
NCC Fiscal Year Total:	\$404,316.48	\$1,517,512.35
NCC Grand Total	\$1,921,828.83	
STAFF ALLOCATION/NON-NCC FUNDING		
1 Administrative Intern ⁴	\$ 53,060.23	\$ 91,483.16
25 Employment Slots (FF) ⁵	\$ 94,250.00	\$162,500.00
200 Employment Slots ⁶	\$576,000.00	\$192,000.00
Other Funding Total:	\$723,310.23	\$445,983.16
Fiscal Year Totals	\$1,127,626.71	\$1,963,495.51
Gang Initiative Grand Total	\$3,091,122.22	

¹ FY09-10 salary calculations are for 3 months. Site Coordinator salary calculated using top step and benefits of Mental Health Clinical Program Head. Minimal management levels have been determined for Site Coordinator and individuals will be selected from the following departments: Children and Family Services, Mental Health, Probation and Public Social Services.

² Cost of enhanced programming in three County Parks. FY2009-10 funds to be transferred to County Parks.

³ Cost of enhanced programming, including one new position, at three County Libraries. FY 2009-10 funds to be transferred to County Library.

⁴ Staff currently assigned through September 2010, and position funded through County Human Resources.

⁵ WIA Subsidized Employment Funds.

⁶ DPSS Cal-Works Transitional Subsidized Employment Funds.

A Joint Proposal of the Los Angeles County
Parks & Recreation Department and the Los Angeles County Commission on Human Relations

Safe and Healthy Community Parks Cluster—Community Building and Violence Prevention Proposal – Nov. 30, 2009

Los Angeles County Summer Night Lights Proposal Budget Overview/Summary – January 12, 2010

ESTIMATED TOTAL COST OF PROGRAM – 4 days per week for 10 weeks

Pamela Park Recreation Programs	\$ 92,190.72
Roosevelt Park Recreation Programs	\$170,294.32
Washington Park Recreation Programs	\$140,668.32
One Time Misc. Costs	\$ 20,050.00
Human Relations Services	\$114,000.00
Law Enforcement	\$ 91,000.00
TOTAL	\$628,203.36

Anticipated County Funding	\$413,456.36
Departmental Cost Savings Allocation	\$150,000.00
Additional Funding Required	\$ 64,747.00

ACTIVITY PROGRAM COST

Basketball Program

Estimated Total Cost: (not including certificates and uniforms)	\$ 635.76 per park/per night
Cost of Certificates and Uniforms	\$2,400.00 per park/one-time cost

Soccer Program

Estimated Total Cost: (not including certificates and uniforms)	\$1,010.76 per park/per night
Cost of Certificates and Uniforms	\$1,200.00 per park/one-time cost

Pool Activities

Estimated Total Cost	
Roosevelt Park	\$1,618.65 per night
Washington Park	\$1,130.69 per night

Family and Cultural Program

Estimated Total Cost (not including popcorn and hot dog machines)	\$1,451.32 per park/per night
Cost of Popcorn/Hot Dog machines	\$1,344.00 per park/one-time cost

Educational Program

Estimated Total Cost	\$ 781.76 per park/per series
One Time Equipment Cost	\$ 500.00 per park

Culminating Event

Estimated Total Cost	
Each Park Site	\$ 1,200.00 per day
Multi-Park Excursion	\$20,000.00 per day

One-Time Miscellaneous Needs

Estimated Total Cost (Recreation)	\$ 6,550.00 entire program
Estimated Total Cost (Training/Evaluation)	\$13,500.00 entire program

Human Relations Commission Services

Estimated Total Cost	\$ 3,800.00 week/park
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Law Enforcement Coverage

Estimated Total Cost	\$ 758.33 night/park
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BUDGET SUMMARY DETAILS**One Time Recreation Program Needs/Misc:**

Youth Worker, Participant and Staff T-shirts	\$ 2,500.00
Youth Worker Presentation Awards	\$ 800.00
End of the Summer Celebration	\$ 2,000.00
Videographer	\$ 1,250.00
Total	\$ 6,550.00 per park

One Time Program Needs/Misc.

Pacific Institute Training	\$ 6,000.00
Evaluation	\$ 7,500.00
Total	\$ 13,500.00 entire program

Law Enforcement Coverage Cost Estimate

Coverage Period: June 30, 2010 – September 4, 2010
Days/Hours of Coverage: Wednesday – Saturday / 7:00 p.m. – midnight
Staffing: 6 officers / 5 hours per day / 4 days per week at 3 parks
Cost: 6 @ \$75.49/hr X 5 hrs/day X 40 days = est. \$91,000

LOS ANGELES COUNTY COMMISSION ON HUMAN RELATIONS (COMPONENT)

Intergroup Community Building and Civic Engagement, Community Intervention-Prevention (Neighborhood and Park Safety/Service), Training and Technical Support

Staffing	Human Relations Specialists (2)	\$ 13,500
Contract Service	Community Intervention-Prevention Specialists (2)*	\$ 12,500
	Neighborhood Ambassadors (6-12)*	\$ 6,000
	Pre-Selected Youth Workers (6-12)*	SYEP
*Latino and African American		
Rites of Passage (Instructors and Activities)**, Training, Special Projects		\$ 6,000
Activities and Events		
HRC Component Total		\$114,000
		\$ 38,000/park
		\$ 3,800/wk/park

Training Topics include:

Training workshops for residents (youth, young adults, and other summer participants). Also, pre-project training for staff of County Parks & Recreation and other County, Municipal, and Community-based partners would include one workshop session in each of the 101 topics.

- 1) Collaboration 101
- 2) Intergroup/Human Relations 101
- 3) Asset Based Youth/Young Adult Development 101
- 4) Community Intervention-Prevention 101
- 5) Community Building & Civic Engagement
- 6) Employment & Career Preparation
- 7) Life Management Skills and Rites of Passage Program
- 8) Positive Parenting and Family Strengthening (HRC & Park/Rec)

** Spreading Seeds Rites of Passage program will be conducted for youth and young adult participants for 1.5 hours daily for seven weeks. Youth and young adult Ambassadors, SYEP, and other program participants will be supervised to engage in selective support of the park-based activities, neighborhood safety and improvement, training, and special events.

PARKS AND RECREATION BUDGET DETAILS

Budget Projections Worksheet:
(Per Park/Per Night)**Basketball Program**

Pamela, Roosevelt and Washington Parks

2 officials at \$20 ea x 4 games	\$ 160.00
*1 Scorekeeper @ \$8 x 4 games	\$ 32.00
*1 Timekeeper @ \$8 x 4 games	\$ 32.00
2 Recreation Leaders @ \$20.22 x 4 hours	\$ <u>161.76</u>
Total	\$ 385.76 per park/per night

* Scorekeeper and Timekeeper may be substituted with Youth Workers who are paid through WIA program.

Basketball will be scheduled as a league; # of nights to be determined.

Estimated Supply Cost

Food/Water	\$ 100.00
Prizes	\$ 75.00
Games	\$ 25.00
Crafts	\$ <u>50.00</u>
Total	\$ 250.00 per park/per night

Uniforms \$20 ea x 4 teams x 10 players \$ 800.00 (one-time cost)

Certificates \$10 x 160 participants \$1,600.00 (one-time cost)

Estimated Total Cost:
(not including certificates and uniforms) **\$ 635.76 per park/per night**

Cost of Certificates and Uniforms \$2,400.00 per park/one-time cost

Budget Projections Worksheet:
(Per Night/Per Park)**Soccer Program (Indoor/Outdoor)**

Pamela, Roosevelt and Washington

2 officials @ \$20 ea x 4 games	\$ 160.00
*1 Scorekeeper @ \$8/game x 4 games	\$ 32.00
*1 Timekeeper @ \$8/game x 4 games	\$ 32.00
2 Recreation Leaders @ \$20.22 x 4 hours	\$ <u>161.76</u>
Total	\$ 385.76 per park/per night

* Scorekeeper and Timekeeper may be substituted with Youth Workers who are paid through WIA program.

Soccer will be scheduled as a league; # of nights to be determined.

Estimated Supply Cost

Games	\$ 25.00
Crafts	\$ 100.00
Food/Water/Punch	\$ 300.00
Prizes	\$ <u>200.00</u>
Supply Total	\$ 625.00 per park/per night
Certificates \$10 x 40 Participants	\$ 400.00 (one-time cost)
Uniforms \$20 ea. x 4 teams x 10 players	\$ <u>800.00 (one-time cost)</u>

Estimated Total Cost: **\$1,010.76 per park/per night**
 (not including certificates and uniforms)

Cost of Certificates and Uniforms **\$1,200.00 per park/one-time cost**

Budget Projections Worksheet:
 (Per Park/ Per Night)

Pool Activities/Open Swim

Roosevelt Park - 7 p.m. to 11 p.m.
 Washington Park - 6 p.m. to 8 p.m.
 Pamela – No pool facility

Estimated Staff Cost:
Roosevelt Pool

1 Sr Pool Lifeguard @ \$24.09/hr x 5 hrs per night	\$ 120.45
6 Lifeguards @ \$21.75/hr x 5 hrs per night	\$ 652.50
2 Locker Attendants* x \$12.07/hr x 5 hrs per night	\$ <u>120.70</u>
Total	\$ 893.65

Washington Pool:

1 Sr Pool Lifeguard @ \$24.09/hr x 3 hrs per night	\$ 72.27
4 Lifeguards @ \$21.75/hr x 3 hrs per night	\$ 261.00
2 Locker Attendants* x \$12.07/hr x 3 hrs per night	\$ <u>72.42</u>
Total	\$ 405.69

*2 Locker Room Attendants may be substituted with 4 Youth Workers who are paid from the WIA program.

Estimated Supply Cost:

Food/Water	\$ 300.00
Games/Entertainment	\$ 25.00
Prizes	\$ 200.00
Decorations	\$ 100.00
Awards	\$ <u>100.00</u>
Supply Total	\$ 725.00

Estimated Cost (Staff Cost and Supply Cost):

Roosevelt Park	\$1,618.65 per night
Washington Park	\$1,130.69 per night

Budget Projections Worksheet:
(Per Park/Per Night)

**Family/Cultural Activities
Pamela, Roosevelt, and
Washington Parks**

Equipment for activities (such as outdoor theater, puppet shows, game night, arts and crafts, cultural shows, etc.) \$ 400.00 per park/per night

2 Recreation Leaders x 3 hrs x \$20.22/hr \$ 121.32 per park/per night

Supplies for 100-200 guests

Hot Dogs/Buns \$ 300.00

Water \$ 100.00

Punch \$ 100.00

Popcorn \$ 100.00

Condiments \$ 50.00

Nacho Chips, Cheese, Jalapeños \$ 200.00

Cutlery, bowls, trays, utensils \$ 80.00

Supply Total \$ 930 per park, per night

Popcorn Machine \$ 600 (one time cost)/per park

Hot Dog Warmer \$ 744 (one time cost)/per park

Total Program Cost **\$1,451.32 per park/per night**
(not including popcorn and hot dog machines)

Cost of the Popcorn and Hot Dog machines **\$1,344.00 per park/one-time cost**

Budget Projections Worksheet:
(Per Series/Per Park)

**Educational/Computer Labs/Job Preparation
Pamela, Roosevelt, and Washington Parks**

Estimated Instructor Fee (per park)	\$ 200.00 series
Estimated Staff Cost (per park) 1 Rec Leader x 2 hrs @ \$20.22/hr	\$ 40.44 per class
\$40.44 x 4 classes per series	\$ 161.76 per series
Estimated Supply Cost (per park/per series) Computer CD's/Programs	\$ 100.00
Certificates	\$ 320.00
Supply Total	\$ 420.00
TOTAL ESTIMATED COST	\$ 781.76 per park/per series
One Time Equipment Cost (Wii Unit)	\$ 500.00

Budget Projections Worksheet:

Culminating Event

(1-day event including Pamela, Roosevelt, and Washington)

Each park would conduct an end of the summer event at their facility for the community. This would include a multitude of activities to include but not limited to a variety of sports, field games, cultural programs, arts and crafts, games and presentations with refreshments. This event would include participation from community groups, county departments, local non-profits, and community leaders.

Event Cost \$1,200.00

In addition, the following is a recommendation to have an additional one-day event with the participation of the three parks (Pamela, Roosevelt, and Washington), and their communities to come together and have a memorable outing and experience (i.e. a day trip to a memorable location such as a Sporting Event, Exposition Park, Hollywood Bowl, or a LA County park with a lake excursion.)

Estimated Cost (transportation, event tickets, food, and activities for 900 participants) \$20,000.00

In Kind Services:

- Recreation Services Manager
- Recreation Service Supervisor
- Recreation Services Leader (Permanent)
- Human Relations Commission Administrative/Management Support
- Youth Workers supervised by LA County Parks and Recreation Department and LA County Commission on Human Relations* (estimated cost savings \$25,000)
- Grounds Maintenance Workers Trainee** (estimated cost savings \$10,000)
- Utilities
- Pool Supplies and Chemicals

*WIA funds may be possible for youth workers.

**TSE funds may be possible for grounds maintenance workers trainees

Options:

Parenting Classes



Expanded Public Library Programming

Budget Overview/Summary

- One Librarian I to coordinate programs at all three of our libraries (**Duarte, Florence, Graham**); establish relationships with appropriate community organizations to assist in identifying and contacting kids who need this program. Department lacks the capacity to implement this additional work with existing staff. (\$107,983 S&EB for demonstration period).
- Contract with Theatre of Hearts: 39 weeks of interactive arts programs - 13 weekly programs at each of three libraries - this group already works with Probation Dept. (\$40,000 total for 39 program)
- Paperback books for giveaways as program support. (\$6,900)
- Slingshot Media - Multi-media anti-gang presentations 2@ per site over 18 month period. (total 6) (\$2,400)
- Series of programs focusing on media development (video and/or audio) and production. (Probably 1 series per site [Possible partners, Mary Pickford Foundation, Hollywood Entertainment Museum, Grammy Museum]) May also include poetry or writing workshops. (\$10,000.00)
- Contract with Michael Wagner - works with at risk youth on job preparation - 4 sessions per library. (\$10,000 total)
- Multi-cultural performances (5 programs for each library) - \$13,500 total
- Programming supplies - games, video gaming equipment, staff laptop, books for book clubs, incentives, games, program in a box supplies. (\$32,000 total)
- The contracted programs would alternate with programs provided by library staff such as poetry slams, book clubs, gaming nights, etc.

Total cost for programming (one night per week during school year, two nights per week during summer at each of these three libraries): **\$222,783.00**