

# LOS ANGELES POLICE COMMISSION

BOARD OF  
POLICE COMMISSIONERS

ANTHONY PACHECO  
PRESIDENT

JOHN W. MACK  
VICE PRESIDENT

SHELLEY FREEMAN  
ANDREA SHERIDAN ORDIN  
ALAN J. SKOBIN

JULIE WALTERS  
COMMISSION EXECUTIVE ASSISTANT II



ANTONIO R. VILLARAIGOSA  
MAYOR

RICHARD M. TEFANK  
EXECUTIVE DIRECTOR

ANDRE BIROTTÉ, JR.  
INSPECTOR GENERAL

EXECUTIVE OFFICE  
SUITE 144-150, PARKER CENTER  
150 N. LOS ANGELES STREET  
LOS ANGELES, CA 90012

(213) 485-3531 PHONE  
(213) 485-8861 FAX

August 30, 2007

BPC #07-0350

The Honorable Antonio Villaraigosa  
Mayor, City of Los Angeles  
City Hall, Room 303  
Los Angeles, CA 90012

The Honorable City Council  
City of Los Angeles  
City Hall, Room 395  
Los Angeles, CA 90012

Attn: June Lagmay

Dear Honorable Members:

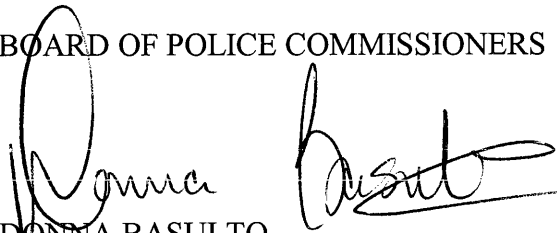
RE: TRANSMITTAL OF THE GRANT APPLICATION FOR THE 2007-2008 EDWARD  
BYRNE MEMORIAL DISCRETIONARY GRANTS PROGRAM FIGUEROA STREET  
CORRIDOR A SAFER AND HEALTHIER COMMUNITY FOR ALL

At the regular meeting of the Board of Police Commissioners held Tuesday, August 28, 2007, the Board APPROVED the Department's report relative to the above matter.

This matter is being forwarded to you for your approval.

Respectfully,

BOARD OF POLICE COMMISSIONERS

  
DONNA BASULTO  
Acting Commission Executive Assistant

**AUG 31 2007**  
**PUBLIC SAFETY**  
**BUDGET & FINANCE**

Enclosure

c: Office of Chief of Police  
Patricia Huber, Office of the City Administrative Officer

INTRADEPARTMENTAL CORRESPONDENCE

DL #U 10350  
#8-B

RECEIVED

AUG 21 2007

July 30, 2007  
10.2

REVIEWED POLICE COMMISSION

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

*Richard M. Tevank*  
RICHARD M. TEVANK  
DEPUTY CHIEF OF POLICE  
8/20/07  
DATE

SUBJECT: TRANSMITTAL OF THE GRANT APPLICATION FOR THE 2007-2008 EDWARD BYRNE MEMORIAL DISCRETIONARY GRANTS PROGRAM FIGUEROA STREET CORRIDOR A SAFER AND HEALTHIER COMMUNITY FOR ALL

RECOMMENDED ACTIONS

1. That the Board of Police Commissioners (Board) TRANSMIT the attached grant application for the 2007-2008 Edward Byrne Memorial Discretionary Grants Program Figueroa Street Corridor A Safer and Healthier Community for All (Edward Byrne Grants Program), pursuant to Administrative Code Section 14.6(a), to the Mayor, Office of the City Administrative Officer (CAO), Office of the Chief Legislative Analyst (CLA) and to the City Clerk for committee and City Council consideration.
2. That the Board REVIEW and APPROVE this report.
3. That the Board TRANSMIT the report concurrently to the Mayor and City Council.
4. That the Board REQUEST the Mayor and City Council to:
  - A. AUTHORIZE the Chief of Police to ACCEPT the award of the Edward Byrne Grants Program funds in the amount of \$787,500 from the United States Office of Justice Programs' Bureau of Justice Assistance (BJA) for the period of September 1, 2007 through August 31, 2008;
  - B. AUTHORIZE the Chief of Police to negotiate and execute an Award Agreement, subject to City Attorney approval as to form and legality;
  - C. AUTHORIZE the LAPD to submit grant reimbursement requests to the grantor and deposit grant receipts in Fund No. 339, Department No. 70, Revenue Source 4674;
  - D. AUTHORIZE the LAPD to establish appropriations Account No. C532 within Fund No. 339, Department No. 70, for the purpose of making expenditures;
  - E. REQUEST the Controller to TRANSFER \$787,500 as a reimbursable advance, from the Reserve Fund to the Unappropriated Balance and APPROPRIATE therefrom to Fund No. 339, Department No. 70, Account No. C532;

- F. INSTRUCT the LAPD to repay the \$787,500 Reserve Fund advance upon receipt of grant reimbursements from the Edward Byrne Grants Program;
- G. AUTHORIZE the Chief of Police or his designee to purchase equipment costing a total of \$534,000 and to negotiate and execute any necessary agreements;
- H. AUTHORIZE the Chief of Police or his designee to purchase 45 or more cameras costing a total of \$112,500 (included as part of the total cost for equipment), and to negotiate and execute a sole source agreement for the purchase of the cameras with Motorola Corporation, subject to the approval of the City Attorney;
- I. AUTHORIZE the LAPD to expend a total of \$6,000 for supplies;
- J. AUTHORIZE the LAPD to procure the services of HERD Community Development Corporation and to negotiate and execute a sole source agreement; subject to the approval of the City Attorney; and
- K. AUTHORIZE the LAPD to prepare Controller Instructions for any technical adjustments, subject to the approval of the City Administrative Officer, and AUTHORIZE and INSTRUCT the Controller to implement the instructions.

## **DISCUSSION**

On June 25, 2007, the LAPD submitted the attached application to the Office of Justice Programs' BJA for the Edward Byrne Grants Program, requesting funding in the amount of \$787,500 for the period of September 1, 2007 to August 31, 2008. The Edward Byrne Grants Program helps local communities improve the capacity of local justice systems and provides for national support efforts including training and/or technical assistance programs.

If awarded funding, the LAPD will implement the Figueroa Street Corridor Project, seeking to prevent crime and drug abuse through a comprehensive strategy in and around four miles of Figueroa Street in South Los Angeles that will be referred to as the Figueroa Street Corridor. The Corridor is known as a haven for gang members, prostitutes and drug abusers. For years, the Corridor has been a hub of crime, due to the natural association that exists between the narcotics trade and prostitution. Gangs, particularly the Hoover Crips, an African-American gang that began sometime in the early 1970s along Hoover Street, control the narcotics trade.

The LAPD intends to reduce crime by bringing social service providers into the Corridor and ensuring that they work together to serve the community, and through innovative efforts that utilize technology to provide enhanced law enforcement services. This strategy serves both the needs of law enforcement and the community, helping to reduce crime.

To enforce laws in the Corridor and to reduce crime, the LAPD will expend \$534,000 to purchase cameras, facial and license plate recognition systems and other equipment. The cameras will allow officers to provide a more effective response by viewing events as they unfold. Moreover, officers will be able to more successfully enforce gang injunctions through facial recognition systems. They will utilize license recognition systems to monitor vehicles traveling along Figueroa Corridor to identify stolen vehicles and to apprehend individuals that are transporting drugs and/or prostitutes.

Although a number of non-profit groups provide services in South Los Angeles, many residents complain that they cannot obtain assistance because they have to cross territories claimed by rival gangs. The LAPD intends to help residents obtain services by leasing space within the Corridor. To coordinate the provision of services at the leased site, the LAPD intends to procure the services of HERD Community Development Corporation by providing a total of \$210,000 in compensation through a sole source agreement. The HERD Community Development Corporation will serve as the coordinator, working with the various non-profit groups.

To facilitate the project, the LAPD will also expend \$6,000 to purchase office supplies. The supplies will include pens, paper, stamps, etc. In addition, the LAPD is requesting \$37,500 for indirect costs. These costs are associated with overhead.

If you have any questions, Police Administrator Laura Filatoff, Commanding Officer, Fiscal Operations Division, is available to assist you at (213) 485-5296.

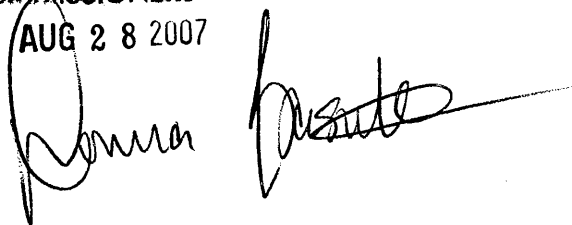
Respectfully,



WILLIAM J. BRATTON  
Chief of Police

Attachment

BOARD OF  
POLICE COMMISSIONERS  
Approved AUG 28 2007  
Secretary





For Applicants About Grants

Contact

[Home](#) > [Apply for Grants](#) > Confirmation

## CONFIRMATION

Thank you for submitting your grant application package via Grants.gov. Your application is currently being processed by the Grants.gov system. Once your submission has been processed, Grants.gov will send email messages to advise you of the progress of your application through the system. Over the next 24 to 48 hours, you should receive two emails. The first will confirm receipt of your application by the Grants.gov system, and the second will indicate that the application has either been successfully validated by the system prior to transmission to the grantor agency or has been rejected due to errors.

Please do not hit the back button on your browser.

If your application is successfully validated and subsequently retrieved by the grantor agency from the Grants.gov system, you will receive an additional email. This email may be delivered several days or weeks from the date of submission, depending on when the grantor agency retrieves it.

You may also monitor the processing status of your submission within the Grants.gov system by using the following steps:

1. Go to <http://www.grants.gov>
2. Click on the "Applicants" link at the top of the Grants.gov home page
3. Login to the system using your AOR user id and password
4. Click on the "Application Status" link at the left of your screen.

Note that once the grantor agency has retrieved your application from Grants.gov, you will need to contact them directly for any subsequent status updates. Grants.gov does not participate in making any award decisions.

**IMPORTANT NOTICE:** If you do not receive a receipt confirmation and either a validation confirmation or a rejection email message within 48 hours, please contact us. The Grants.gov Contact Center can be reached by email at [support@grants.gov](mailto:support@grants.gov), or by telephone at 1-800-518-4726. Always include your Grants.gov tracking number in all correspondence. The tracking numbers issued by Grants.gov look like GRANTXXXXXXXXX. Contact Center hours of operation are Monday-Friday from 7:00 A.M. to 9:00 P.M. Eastern Standard Time.

The following application tracking information was generated by the system:

**Grants.gov Tracking**    GRANT00299050

**Number :**

**CFDA Number :** 16.580

**CFDA Description :** Edward Byrne Memorial State and Local Law Enforcement Assistance Discretionary Grants Program

**Funding Opportunity Number :** BJA-2007-1627

**Funding Opportunity Description :** FY 2007 Edward Byrne Memorial Byrne Discretionary Grants Program

**Agency Name :** Bureau of Justice Assistance

**Application Name of this Submission :** Los Angeles Police Department

**Date/Time of Receipt :** 2007.06.25 8:00 PM, EDT

It is suggested you Save and/or Print this response for your records.

CLOSE

**Los Angeles Police Department**  
**Figueroa Street Corridor: A Safer and Healthier Community for All**  
**Dollar Amount Requested: \$750,000**  
**Category II: Preventing Crime and Drug Abuse**

**Abstract**

The Figueroa Street Corridor project in Los Angeles, California, is the product of a unique partnership between the United States Department of Justice, the Los Angeles Police Department, local prosecutors, federal law enforcement agencies, local business owners, health clinics, the Los Angeles Unified School District, and community-based human service organizations, in concert with the residents of the affected community. The project will seek to prevent crime and drug abuse through a comprehensive strategy aimed at improving quality of life through a bottom-up approach. To transform the Figueroa Street Corridor into a safe and healthy neighborhood, the project will develop and deploy innovative law enforcement technology, human service, and community resident strategies. The project goals are to: (1) Build a more trusting and cooperative working relationship between residents, law enforcement, and community-based organizations; (2) Decrease crime and criminal activity within the Figueroa Street Corridor (20% reduction in Part I crime); (3) Provide children and young adults with safe alternatives to gang involvement, prostitution, and drug use, (4) Create an influx of businesses to improve the economic make-up; (5) Create a larger presence and greater visibility of community-based human service organizations; (6) Ensure sustainability for innovative approaches established during the life of this project. By accomplishing these goals, the LAPD will help improve overall living conditions within the Figueroa Street Corridor.

**TRANSFORMATION OF THE FIGUEROA STREET CORRIDOR:  
A SAFER AND HEALTHIER COMMUNITY FOR ALL**

**Statement of the Problem**

Figueroa Street is a high density mixed use commercial and residential zoned street that runs north and south for approximately 30 in Los Angeles, California. The Figueroa Street Corridor in south Los Angeles is a desolate 4-mile strip known as a haven for gang members, prostitutes and drug abusers. Figueroa Street is in close proximity to a major freeway and it has a high concentration of budget motels and liquor stores. Moreover, a lack of social service providers enables criminal activity to flourish.

There exists a clear and definitive correlation between prostitution and both violent and non-violent criminal activity. For years the Figueroa Corridor has been the hub of crime, due to the natural parasitic relationship between the gang member's who control the narcotics trade, prostitution, extortion, and those who by means of dependency or opportunity traverse the Figueroa Corridor for narcotics and criminal activity. The Figueroa corridor is the stronghold for the Hoover Crips, an African-American gang that began sometime in the early 1970's along Hoover Street. The Hoover Crips "turf" extends beyond Figueroa Street to encompass much of the surrounding area to the East and West. For a significant time period, the Hoover Crips have exerted a reign of terror over the residents and businesses living and operating in the Figueroa Corridor and the surrounding target area. The Hoover street gang has created a nuisance of the highest order, adversely affecting the peace and safety of the residents of the community. The Hoover Crips have created such an atmosphere of fear that many of the residents cannot bring themselves to testify or otherwise aid law enforcement efforts to rid the community of gangs. Unable to rely on the criminal justice system to protect them, these perennial victims are left to stand by and watch the gangs grow and consume their community. The Hoover gang and its

members have abused the residents and created a hostile environment, creating the sense that the future is as bleak as the past.

The prevalence of criminal activity within the Figueroa Corridor is evident in crime statistics. As indicated, Figueroa Corridor runs through LAPD Reporting Districts (RDs) 1239, 1248, 1249, 1256, 1266, 1801, 1802, 1821, 1822, 1841, and 1842. Part I crimes, those reported in the Uniformed Crime Report, over the past two years have shown that Figueroa Corridor as encompassed in our proposal demonstrates a significant amount of Part I crime, significantly more than the surrounding RD's and almost double comparable major streets in the City of Los Angeles. Attached are crime statistics indicating the levels of Part I crime as shown in the target area and surrounding comparable RD's. As shown, Figueroa Street in RD's 1239 and 1266 has the highest Part I crime totals for 2005, for the entire division, accounting for 1012 Part I crimes. Compared to a similar stretch of Figueroa Street outside the target area in RD's 1208, and 1218 only resulted in 511 Part I crimes for 2005. In 2006, the Figueroa Street Corridor experienced an increase in Part I crime in the target area, with RD 1266 and RD 1239 experiencing a 3% increase. In Southeast division, Part I crimes were most significant in RD's 1801, 1822, and 1842, which accounted for the three highest Part I crime totals for the division in 2005. As evident, Figueroa Street in the target area alone accounts for 14% of total crime. This total percentage only reflects crime reports made with Figueroa Street indicated in the complaint and does not account for crimes generated on one of the many side streets near it. Figueroa Street is and has been the main focus of Southeast and 77<sup>th</sup> Area Vice units. In fact, Southeast Area spends anywhere from 70-80% of its time conducting enforcement in the Figueroa Street Corridor. The 77<sup>th</sup> and Southeast Division Vice units arrested a combined total of more than 400 individuals along the Figueroa Street Corridor alone in 2006. Of those arrests, approximately

10% are juvenile offenders. In addition 77<sup>th</sup> and Southeast Area Vice units re-arrest a significant number of repeat offenders, most of who are habitual drug abusers.

Thus, on a per-resident basis, individuals that reside and work along the Figueroa Street Corridor are more likely to be touched by violent Part I crimes than others in adjacent areas. Taking into account a likely under reporting of crimes occasioned by the intimidation factors referenced above, the number of both violent and non-violent Part I crimes occurring within the Figueroa Street Corridor is likely even higher than these statistics indicate.

Intimidation by the Hoover Crips is likely not the only source of under reporting of crimes. In a series of meetings with members of the community, and community liaison officers assigned in south central Los Angeles, it is clear that there exists a widespread distrust of the LAPD fueled by vocally expressed beliefs that enforcement methods are overreaching and overbearing, and that incidents of police misconduct are widespread and unaddressed. We the LAPD and local prosecutors suggest that these beliefs are exaggerations and not well founded; nevertheless they remain the perception of many members of the community, and impact both crime reporting and enforcement efforts.

For over a decade, the Los Angeles Police Department has struggled to eradicate the Hoover gang. Numerous special operations, task forces, and enforcement plans have been implemented in the area. Undercover stings, probation sweeps, joint federal and local operations, special foot beats and operations targeting those who come to the area to buy narcotics have all been used in the Safety Zone. Still, the Hoover gang continues to thrive. New methods to combat the menace of the Hoover gang are needed. This proposal utilizes the following new methods: a bottom-up approach that focuses on cameras to prevent crime, and the provision of social services to encourage self reliance on the part of residents.

The Figueroa Street Corridor project aims to return the community to a vibrant, self-sufficient network of individuals and organizations, working hand in hand to prevent the criminal element from negatively influencing the youth, and intimidating the strong, through innovative grass-root efforts.

The LAPD has the following six goals that it developed in cooperation with public safety officials and residents to address crime in the Figueroa Street Corridor:

- 1) Build a more trusting and cooperative working relationship between residents, law enforcement, and community-based organizations that brings diverse interests together in support of a safer and healthier community;
- 2) Decrease crime and criminal activity within the Figueroa Street Corridor (with a target of 20% reduction in Part I crime within 12 months) by increasing the ability of law enforcement to prevent, detect and deter narcotics trafficking, prostitution, and both violent and non-violent crimes within the target area;
- 3) Provide children and young adults with safe alternatives to gang involvement, prostitution, and drug use.
- 4) Create an influx of businesses to improve the economic make-up, and opportunities of the Figueroa Street corridor so it is viewed as a viable residential and commercial development opportunity.
- 5) Create a larger presence and greater visibility of community-based human service organizations and increase the ability of habitual drug abusers and prostitutes to access existing social service providers and obtain assistance in moving toward recovery and self-sufficiency; and,

- 6) Ensure sustainability for innovative approaches established during the life of this project through entrepreneurial business opportunities and philanthropic grants.

By accomplishing these goals, the LAPD intends to improve overall living conditions within the Figueroa Street Corridor and bring about a change in public perception about crime in the area. The LAPD also hopes to change stereotypes about the community that is predominately populated by African-Americans, thus, encouraging businesses to relocate to the area and hire residents from the area.

### **Program Design and Implementation**

The Figueroa Corridor community is one that has never had the supportive services and resources needed for the community to thrive. Although there are some resources that exist in the target area, they have not been organized in such a way that they fully benefit the community. This project will provide an opportunity to link these services so they can serve the residents of the Figueroa Corridor in an optimal manner. By linking and expanding on existing resources, children, youth, and young adults in the area will be able to receive services targeted to their needs. The Project will provide internet access to each home and business along Figueroa Street and its immediate surrounding area, allowing businesses and residents to explore the world, obtain educational aides for their children, conduct business and find information and opportunities.

To accomplish these goals, the LAPD will use technology as part of a new method of policing to enhance enforcement efforts, while working at the same time to improve its relations with the community.

The LAPD will use closed circuit cameras, and facial and license plate recognition systems. These technologies will enhance enforcement efforts and will assist in improving the quality of life in and around the Figueroa Corridor.

Closed circuit cameras, which will be located on both public streets and on the exterior/interior of businesses, will function as part of the same network for the first time, allowing LAPD dispatchers to access a single database. The camera network will enable police to respond more effectively to the scene of incidents. In addition, the cameras will assist in ensuring safe passages for children and young adults traveling on Figueroa Street to and from school.

Facial recognition systems will be used to enable police to more effectively enforce the gang injunction already in place against the Hoover Crips, and identify prostitutes known to frequent the area. Moreover the facial recognition systems will enable officers to reduce the time of investigatory detentions of individuals who did not commit any crimes.

License plate recognition systems will be utilized to monitor cars traveling along the Figueroa Corridor to detect stolen or otherwise wanted vehicles that are frequently used to commit other crimes, such as those vehicles belonging to individuals who transport prostitutes and narcotics through the Corridor. These technologies will be coupled with the addition of traditional police methods, VICE, bike patrols and foot beats, intended to increase interactions and familiarity between police assigned to the Figueroa Corridor and its law-abiding residents. The overall philosophy to be applied is that of Dr. George Kelling's "Broken Windows" theory, which stresses the addressing of all crimes, including the quality of life offenses, to signal community care, dispel resident fears, and deter and prevent criminals from viewing the community as an easy target.

The LAPD also intends to provide social services through providers to help substance abusers and prostitutes. In south central Los Angeles, a number of non-profit groups currently provide a variety of services. A uniform complaint from residents has been that many of these services are effectively inaccessible because their off-site locations require residents to cross territories claimed by rival gangs. To address this problem, the Los Angeles Police Department will seek out space within the Figueroa Street Corridor to be used by a project coordinator and a number of non-profits that have agreed to send personnel into the community to provide the following services: tutoring, support of school safe passages, job training and placement, substance abuse assessment and treatment, mental health care, family support, and victim assistance. In addition, to encourage and increase resident self-sufficiency, a primary goal identified by residents, we are setting aside funds to be used for resident-driven projects approved by the initiative's steering committee. We will also be providing grant writing training for residents to enable them to apply on their own for additional grant funds to maintain progress in the area.

The overall purpose of the project is to make the Figueroa Corridor and its surrounding neighborhood a safer, less violent area. If we can accomplish this, we hope that it will serve as a springboard for private-property owners to improve their properties, business owners to rezone the many motels and liquor into more suitable uses, and for public/private economic development funds to view the neighborhood as a viable location for investment.

#### **Capabilities/Competencies**

Closed circuit television cameras have been used in other parts of Los Angeles, the Pico-Union Weed & Seed site, and the PHSI Jordan Downs initiative with dramatic results. In the Pico-Union area, a series of closed-circuit cameras placed around Macarthur Park (at the time, a

high-crime area with significant incidents of violent crime, drug sales, prostitution, and sales of illegal immigration documents) resulted in significant reductions in criminal conduct and the return of nearby residents and children to the park. In the Jordan Downs Housing Development, cameras resulted in a 43% reduction in Part I crime, and in concert with the gang injunction, the complete eradication of the Grape Street Crips from the development. Both projects were under the leadership of the Los Angeles Police Department, specifically Deputy Chief Charlie Beck, who is the commanding officer of the bureau under which this application targets.

HERD CDC incorporated in December 1998, as a not-for profit agency under the provisions of par 501(c)(3) of the Internal Revenue Code. HERD CDC will provide overall management and accountability for the social service components of the project. As lead agency, HERD CDC will serve as fiscal agent and program coordinator. As fiscal agent, HERD CDC will enter into service agreements with other community-based organizations, establish budgets, manage cash flow to support service delivery and establish audit-secure fiscal procedures and systems. In addition to this fiscal responsibility, HERD CDC will coordinate use of facilities, provide management for equipment, inventory, supplies and other administrative support functions, assure federal requirements are met; and perform other duties of an administrative nature.

A collaboration of this nature also requires convening diverse partners, including residents, law enforcement and social service agencies. HERD CDC will assure the project's efficient and effective flow, while meeting resident demands for self-direction.

### **Impact/Outcomes, Evaluation, and Sustainment**

Progress towards the desired outcomes, goals, and objectives will be measured continually through the duration of the initiative. Interim reports will be provided by Lodestar

(the initiative consultant) on a quarterly basis. These reports will be provided to the Figueroa Street Corridor Steering Committee. The steering committee will use these reports to prepare, in conjunction with Lodestar, semi-annual reports that will be provided to Department of Justice. Information on progress, including crime statistics, survey results, and numbers of recipients of social services, will be included in these reports. Crime statistics and other statistical data regarding law enforcement activities related to the project will be gathered and maintained by Operations South-Bureau coordination section. The results of resident surveys, and statistics regarding the provision of social services will be gathered and maintained by HERD CDC. With respect to enforcement, three quantitative measures of effectiveness have been identified for accomplishment within 12 months of the initiative start date: (1) 20% reduction in Part I crimes along Figueroa Street; and (2) 25% reduction in non-violent crimes, (Burglary, Auto-Theft, Burglary From Motor Vehicle, Theft From Person); and (3) 10% reduction in Part I crime in the target area. Progress toward these objectives will be monitored through monthly crime statistics. In addition, several subjective measures of effectiveness have been identified: (1) increased trust and cooperation between area residents and law enforcement; (2) return of business to the target area; (3) reduced fear of criminal activity among residents; and (4) improved quality of life within along the Figueroa Street Corridor.

To develop and execute a process of CQI and evaluation, Lodestar, in coordination with the Figueroa Street steering committee, and HERD CDC will undertake and fulfill the following milestones: (1) Affirm and refine the outcomes, goals and objectives set forth in this Strategic Plan in a process with all stakeholders in the process; (2) establish a CQI process that identifies areas of performance and participation that are subject to continual review to assure that public funds are used effectively and accountably, and contribute to the desired outcomes; (3) identify

critical and informative data elements that will be necessary to contribute to the CQI and process and outcome evaluations;(4) establish a reporting format acceptable to the Justice Department that will provide the information necessary to measure and report the status of the initiative; (5) establish reporting mechanisms for all parties (law enforcement, residents, community-based organizations) to share information that will inform the steering committee about services delivered, resident satisfaction, and the outcomes, goals and objectives established in this strategic plan; (6) collect, format and report data on a monthly basis to the steering committee, and the Federal Government agencies involved in funding and administration of this grant; (7) provide quarterly reports to the United States Government regarding both milestones that measure progress in implementation of the initiative and interim process and outcome results; (8) identify potential supplemental and alternative funding sources that could enhance and expand the services of the initiative; (9) provide training to residents, through the steering committee, on public and private programs that could generate sustaining funds to carry forward the services beyond the life of this initiative funding; (10) provide a one-year and final report on the Project activities and outcomes.

In order to ensure sustainability in the project, the surveillance cameras will be non proprietary and will conform to Los Angeles Police Department Closed-Circuit Television Standards for inclusion in the Urban Area Security Initiative (UASI) funding for 2007, which will support infrastructure in the City and County of Los Angeles for video cameras and there transmissions along fiber optic lines for target hardening at critical infrastructure. Social Services will continue to search for additional funding through a collaborative approach including the area residents, and law enforcement, by continually searching all available outlets and training area residents to research and apply for grants

**Attachment 2**

**BUDGET NARRATIVE**

**A. Law Enforcement**

**1. Law Enforcement Budget**

With respect to law enforcement, Edward Byrne Memorial funds will be used by the LAPD as follows:

	<b>Cost</b>	<b>Percent of Total Cost</b>
<b><u>Equipment</u></b>		
Camera Technology	\$525,550	97%
Police Equipment	\$8,450	2%
<b><u>Supplies</u></b>		
Administrative Costs	\$6,000	1%
<b>Total</b>	<b>\$540,000</b>	<b>100%</b>

Within these general categories, more specific expenditures will be as set forth on the following pages.

# Figueroa Street Corridor Project

## Law Enforcement Costs

Description	QTY	\$ Per Unit	Cost
<b>Camera Technology</b>			
<u>CCTV</u>			
Pan/Tilt/Zoom, 25x, Surveillance Camera	45	\$ 2,500	\$ 112,500
Fiber Tray/Media Converter	45	\$ 1,500	\$ 67,500
Power Installation/DWP	45	\$ 1,500	\$ 67,500
All-weather Enclosure, Cabling, Surge Protector, Grounding	45	\$ 1,500	\$ 67,500
Camera Installation	45	\$ 1,000	\$ 45,000
Matrix Switch/DVR Server/Video Management Software	1	\$ 50,000	\$ 50,000
Black and White Police Vehicle Camera Software/Modem	5	\$ 2,000	\$ 10,000
Desktop Computer/Monitor	1	\$ 2,000	\$ 2,000
Community Internet/Design	1	\$ 10,000	\$ 10,000
Community Placards and Signs	100	\$ 50	\$ 5,000
		<b>Subtotal</b>	<b>\$ 437,000</b>
<u>Stationary License Plate Recognition</u>			
License Plate Recognition Systems	2	\$ 35,000	\$ 70,000
		<b>Subtotal</b>	<b>\$ 70,000</b>

### Facial Recognition

Mobile Identifier	5	\$ 2,500	\$ 12,500
Notebook Computer	1	\$ 2,500	\$ 2,500
Scanner	2	\$ 525	\$ 1,050
Digital Camera	5	\$ 500	\$ 2,500
		Subtotal	\$ 18,550

**Tactical Technology Subtotal** \$ 525,550

## Police Equipment

### Police Equipment

Tac View Pole Camera with Infrared Video View System	1	\$ 1,500	\$ 1,500
Binoculars	4	\$ 500	\$ 2,000
Hook/Ram	1	\$ 750	\$ 750
Surveillance Kit	20	\$ 131	\$ 2,620
Motorola Surveillance Kit Adapter	20	\$ 69	\$ 1,380
Equipment Locker	1	\$ 200	\$ 200
		Subtotal	\$ 8,450

**Police Equipment Subtotal** \$ 8,450

<u>Description</u>	<u>QTY</u>	<u>\$ Per Unit</u>	<u>Cost</u>
--------------------	------------	--------------------	-------------

## Supplies Costs

### Office Equipment

Laminator	1	\$ 299.99	\$ 299.99
Label Maker	1	\$ 150.00	\$ 150.00
Software	2	\$ 500.00	\$ 1,000.00
Flash Drive	2	\$ 100.00	\$ 200.00
		Subtotal	\$ 1,649.99

### Supplies

Copier Toner Cartridges (Pack)	5	\$ 89.99	\$ 449.95
Plastic ID Laminating Plates (Box)	20	\$ 21.03	\$ 420.60
Easels	4	\$ 99.99	\$ 399.96
27x34 Flip Chart Easel Pads	10	\$ 35.50	\$ 355.00
Flip Chart Markers (Box)	15	\$ 6.20	\$ 93.00
Poster Backer Board	20	\$ 25.00	\$ 500.00
Compact Discs	2000	\$ 0.40	\$ 800.00

Enlargements and Copying	50	\$ 10.45	\$ 522.50
Color enlargements and lamination	20	\$ 40.45	\$ 809.00
		Subtotal	\$ 4,350.01
		<b>Administrative Subtotal</b>	<b>\$ 6,000.00</b>

2. Law Enforcement Budget Narrative

a. Camera Technology

In support of the official recognized strategic plan a request for \$112,500 will purchase 45 Cyberdome Pan/Tilt/Zoom 25x7 inch Pendant Mount Smoke Dome Surveillance Cameras. The cameras will be strategically placed along Figueroa Street. The cameras will be controlled via a secured Wireless Mesh Network The Wireless Mesh Network is a 4.67 Gigahertz broadband network, with an underlying 2.4 GHz WiFi network, capable of transmitting the captured images from the surveillance cameras to responding police units and police facilities, via wireless. The wireless technology will also provide each resident, surrounding schools, and public and private facilities with internet accessibility.

A request for \$67,500 to connect each camera at there location to existing City of Los Angeles fiber-optic cabling. Each camera will require a fiber tray/media converter to translate the video image to fiber, to be sent across the City of Los Angeles network. This request only includes the dollar amount needed to purchase the equipment.

A request for \$67,500 to purchase power and the needed installation of power to each camera pole location. This requested amount is for equipment needed and installation costs for the City of Los Angeles Department of Water and Power.

A request for \$67,500 to purchase the all-weather enclosures needed at each location to house the power, cabling, surge protector, and to provide grounding to each location. This requested dollar amount includes installation.

A request for \$45,000 to purchase installation costs associated with the camera and network installation.

A request for \$50,000 will purchase a General Electric Matrix Switch, which controls all incoming and outgoing camera input to multiple locations throughout the City of Los Angeles. Further, it will purchase a Digital Video Recorder, to record every event on every camera, 24 hours a day, seven days a week, and the video management software required to integrate and run all technology components.

A request for \$10,000 will equip 5 police vehicles with the capability to monitor and control live incoming video stream from incidents that occur within the target area.

A request for \$2,000 will purchase a Dell Dimension 9100 Pentium 4 3.0 GHz desktop computer which will allow Law Enforcement personnel to record and document arrests for court proceedings.

A request for \$10,000 will purchase Internet service for community residents and also provide for a web site developer to design a community web page with content reflecting the concerns and requests of community members.

A request for \$5,000 will purchase 100 Community placards and signs to aid the strategic plan in informing the community residents of the new standard of behavior.

Ingress and egress along the Figueroa Street Corridor will be captured on 2 separate fixed overhead license plate recognition (LPR) camera systems, strategically placed to capture stolen vehicles, wanted vehicles, amber alert vehicles, missing persons, or any vehicles suspected of being involved in criminal activity. A request for \$70,000 will purchase 2 LPR camera systems. Each camera system will consist of 1 P357 LPR processor, and 2 P366 infrared camera illuminators. This data will then be transmitted in real time via the existing wireless network to police facilities for immediate apprehension of the suspects.

A request for \$12,500 will augment patrol officers with 5 Facial Recognition iPAQ 624MHz Mobile Identifiers, which have the capability to scan an individuals face and by comparing the scanned image with images that exist in the database to discover or confirm the true identity of an individual.

A request for \$2,500 for a Dell Pentium 4 1.73 GHz Notebook computer to provide field enrollment, assistance to the command post, or use during mobile incidents that occur within the target area

A request for \$1,050 to purchase 2 Xerox Documate 250 scanners to provide for onsite storage security, and the inclusion of scanned images from existing photographic images

A request for \$2,500 to purchase 5 Sony Mavica 5.0 Megapixel Digital cameras will provide patrol officers with the capability to capture quality images for inclusion into the database.

#### b. Police Equipment

A request for \$1,500 to purchase a TacView Pole Camera with Infrared Lens and Video System, for high risk warrant service and critical incidents.

A request for \$2,000 will purchase 4 Steiner 10x50 high power police binoculars for use during observations outside the range of cameras.

A request for \$750 to purchase a set of Blackhawk Hook and Ram entry tools for warrant service.

A request for \$2,620 to purchase 20 Motorola 3 wire Surveillance kits, and a request for \$1,380 to purchase 20 Motorola Hi Rise Surveillance Adapter Kits for officers to utilize during undercover, and tactical situations where communication noise is detrimental.

A request for \$200 will purchase an equipment locker to secure, maintain, and sustain all items purchased through the Jordan Downs Project.

c. Supplies Costs

A request for \$299.99 will purchase a Wilson Jones LP25HS Laminator.

A request for \$150 will purchase a Dymo Rhino 500 industrial electronic label maker.

A request for \$1,000 will purchase software..

A request for \$200 to purchase 2 Scandisk Cruzer Mini USB 1 GB Flash drives.

The above mentioned items will be used to support the official recognized strategic plan. The administrative costs will assist law enforcement personnel in court and preliminary hearings, public presentations, community events, and will also assist law enforcement personnel in educating the community of the “new” standard of behavior in the target area.

A request for \$4,350.01 for law enforcement or an average of \$181.25 per month to support the official recognized operations plan through the purchase of ongoing office supplies, easels, color enlargements, laser toner cartridges, compact discs and poster boards, which will all assist in educating the community toward the new standard of behavior.

B. Social Services Contract

1. Social Services Budget

With respect to social services, a total of \$210,000 will be distributed out through HERD CDC, which will act as the fiscal agent, for use as set forth on the following page below:

**HERD COMMUNITY; DEVELOPMENT CORPORATION**  
**Figueroa Street Corridor Project**  
**Operating Budget**

**Personnel**

<b>Salaries and Wages</b>	
Project Director	10,000
Data Collection Analyst	6,000
Administrative Assistant	8,000
<b>Total Personnel</b>	<b>24,000</b>

**Fringe Benefits**

Benefits @ 25%	6,000
<b>Total Fringe Benefits</b>	<b>6,000</b>

**Consultants/Contracts**

Lodestar	26,032	
Children of the Night	20,000	
Project Accountability	10,000	
Outreach Coordinator (Independent Subcontractor)	25,000	
Teacher (Independent Subcontractor)	20,160	
Brain Builders	10,000	
Health Care Dual Diagnosis	5,000	
Helping Hands	10,000	
HOPE	10,000	
MAD DADS	5,000	
Parents Action Coalition for Education	10,000	
Youth Intervention Program	10,000	
<b>Total Subcontracts</b>	<b>161,192</b>	

**Supplies**

Supplies (Supplies, Reproduction, etc.)	3,808	
<b>Total Supplies Expense</b>		<b>3,808</b>

**Other**

Steering Committee Approved Programs	15,000	
<b>Total Miscellaneous Operating Expense</b>		<b>15,000</b>

<b>Total Budget</b>		<b><u>210,000</u></b>
---------------------	--	-----------------------

2. Social Services Budget Narrative

a. Personnel

i. Salaries and Wages

Project Director \$10,000. This will be a new hire. This individual will have oversight of the entire project. He/she is responsible to see that subcontractors perform as scheduled, that all reports are prepared accurately and in a timely manner and that adequate fiscal and program records are prepared and maintained. The individual's annual salary will be \$50,000 and he/she will devote 20% of his/her time to the project.

Data Collection Analyst \$6,000. This will be a new hire. This individual will handle tasks such as data collection, data entry, correspondence preparation, maintaining files, and assuring that all relevant information gets to the Project Director for dissemination to all collaborative partners—both on the law enforcement and community partner side.

Administrative Assistant \$8,000. This will be a new hire. This individual will be a resident of the housing development who is knowledgeable about the rules and regulations of Jordan Downs. He/she will assist the Project Director and act as a liaison between the project administration and the residents of the community. The Administrative Assistant's annual salary will be \$20,000 and he/she will devote 40% of his/her time to the project.

ii. Benefits

Calculated as a percentage of salaries:

	Percent
Federal/State Unemployment	6.00
Social Security	6.20
Medicare	1.45
Workers' Compensation	7.40
Medical/Dental Benefits	3.95
Total	25.00

b. Subcontracts

In order to derive maximum benefits from limited funds we have opted to contract with organizations that are already providing services to the community. Our clients will be filing unused spaces at the rates being charged to other users. This gives us the advantage of group discounts and avoids the start up costs associated with new programs.

Lodestar 26,032. Lodestar will be the grants consultant and will oversee the CQI process as discussed.

Children of the Night \$20,000. This subcontractor deals with Juvenile prostitutes and will provide dependency, and family counseling, live-in service, and placement with family members. The goal of the project will be to identify those juvenile prostitutes on the street and

through referral, and possible court assistance, direct juveniles to Children of the night facility for treatment.

Project Accountability-John Muir Middle School \$10,000. This subcontractor will target John Muir Middle school, and working with parents, community leaders, and law enforcement to reduce truancy, conduct graffiti cleanup, conduct parenting classes, conduct community surveys, sponsor beautification events, and host community meetings. The goal of the project is to ensure accountability in the home by engaging the parents to become involved in school.

Outreach Coordinator (Independent Contractor) \$25,000. This individual will oversee Recreation and Parks, MAD DADS and Safe Passage as well as Helping Hands. This individual will be paid \$20 per hour, working 25 hours per week for 50 weeks.

Teacher (Independent Contractor) \$20,160. This will be a State certified teacher who will teach English as a Second Language to Figueroa Street Corridor residents during evening hours. The teacher will be paid at a rate of \$35 per hour. 12 hours per week for 48 weeks.

Brain Builders \$10,000. Brain Builders will be providing tutoring for students, grades 2-11 from 3 pm until 7 pm during week days. The goal is to harness the academic energy of children living in affordable housing. The 8 tutors will be paid \$25 per hour for each of the two hour sessions. Each tutor will teach 25 sessions and will have either four or five students in each session.

Health Care Dual Diagnosis \$5,000. This organization will provide a linkage to Mental Health services, as well as Alcohol and Drug treatment and Health Services. Dual Diagnosis contracts with the State of California for Medi-Cal dollars. This subcontract is for those clients who are not eligible for Medi-Cal and who may be in need of these services. Currently 20% of the residents of this community, referred to them for service, are not Medi-Cal eligible. The estimated number of services to be provided during the year will be 100 at \$50 per service. We estimate that the number of individuals who will be served will be 84 (with some being served more than once).

Helping Hands \$10,000. This program pays youths a stipend to assist the elderly members of the Figueroa Street Corridor. The youths will cut grass, take out garbage; assist with grocery shopping and other chores. We will use 20 people at any one time. Stipend rate will range between \$15 and \$25 based on the level of difficulty of chores. Our budget calls for 20 youths to each perform 25 acts of assistance at the average rate of \$20 per act of assistance. No youth will be permitted to earn stipends in excess of \$500 under this contract.

HOPE (Helping Other People Excel) \$10,000. HOPE will provide classes in Anger Management and Conflict Resolution. Anger Management classes will be held twice each week, and Conflict Resolution classes will also be held twice per week. The moderators will receive \$50 per hour for each of the two hour classes. This results in a net cost of \$400 per week for the classes. The classes will be held for 25 weeks.

MAD DADS (Men Against Drugs Defending Against Destruction and Social disorder) \$5,000. This is to cover costs associated with the training of volunteers who will become members of

MAD DADS and participate in the Safe Passage Program along Figueroa Street. This program will safeguard young people going to and from school and after hours events. While the bulk of the training is provided by members of the Los Angeles Police Department, this amount will cover other training expenses such as hand outs (\$1,100) and facility costs ( $\$150 \times 26 \text{ occasions} = \$3,900$ ).

Parents Action Coalition for Education (PACE) \$10,000. PACE will provide classes in Parenting, Home Economics, Budgeting, Expense Analysis, Advocacy Support pertaining to children's education, as well as Individual and Family Counseling. Counseling sessions are billed at \$40 per hour and classroom instruction is \$35 per hour. PACE will provide 82 counseling sessions over the 48 week period ( $\$40 \times 48 = \$3,280$ ) and will conduct two 2-hour classes per week over the same period ( $\$35 \times 2 \times 2 \times 48 = \$6,720$ ).

Youth Intervention Program \$10,000. This is to provide job training to residents of the Figueroa Street Corridor. Participants will receive occupational training either in various computer programs or the construction field. In addition to trade specific instruction, classes will be given in Employer Expectations, Job Ethics, and Employee Advancement/Job Retention. At the end of training, the trainees will be placed jobs in apprenticeship positions with local employers. Cost of the four month training program is \$400 per participant. We expect 25 individuals to participate in this program.

c. Miscellaneous Operating Expenses

Steering Committee Approved Programs \$15,000. This is for residents of the Figueroa Street Corridor to operate various programs approved by the Figueroa Street Corridor Steering Committee. All projects will be submitted to DOJ for approval prior to funding.

Supplies \$3,968. This is to cover a variety of small items as follows:

Copying and reproduction costs:	\$750
Office rent:	\$1,500
Telephone:	\$1,058
<u>Office Supplies:</u>	<u>\$660</u>
Total:	\$3,968



### Budget Detail Worksheet

**C. Travel**—Itemize travel expenses of project personnel by purpose (e.g., staff to training, field interviews, advisory group meeting, etc.). Show the basis of computation (e.g. six people to 3 day training at \$X airfare, \$X lodging, \$X subsistence). In training projects, travel and meals for trainees should be listed separately. Show the number of trainees and any costs involved.

Purpose of Travel	<u>Location</u>	Item	Computation	Cost
<b>TOTAL</b>				<b>\$0</b>

**D. Equipment**—List non-expendable items that are to be purchased. (Note: Organization’s own capitalization policy for classification of equipment should be used). Expendable items should be included in the “Supplies” category. Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially high cost items and those subject to rapid technical advances. Rented or leased equipment costs should be listed in the “Contractual” category. Explain how the equipment is necessary for the success of the project. Attach a narrative describing the procurement method to be used.

Equipment Item	Computation	Cost
<u>CCTV</u>		
Pan/Tilt/Zoom, 25x, Surveillance Camera	45 X \$ 2,500	\$ 112,500
Fiber Tray/Media Converter	45 X \$ 1,500	\$ 67,500
Power Installation/DWP	45 X \$ 1,500	\$ 67,500
All-weather Enclosure, Cabling, Surge Protector, Grounding	45 X \$ 1,500	\$ 67,500
Camera Installation	45 X \$ 1,000	\$ 45,000
Matrix Switch/DVR Server/Video Management Software	1 X \$ 50,000	\$ 50,000
Black and White Police Vehicle Camera Software/Modem	5 X \$ 2,000	\$ 10,000
Desktop Computer/Monitor	1 X \$ 2,000	\$ 2,000
Community Internet/Design	1 X \$ 10,000	\$ 10,000
Community Placards and Signs	100 X \$ 50	\$ 5,000
	<b>Subtotal</b>	<b>\$ 437,000</b>
<u>Stationary License Plate Recognition</u>		
License Plate Recognition Systems	2 X \$ 35,000	\$ 70,000
	<b>Subtotal</b>	<b>\$ 70,000</b>

Facial Recognition

Mobile Identifier	5	X	\$ 2,500	\$ 12,500
Notebook Computer	1	X	\$ 2,500	\$ 2,500
Scanner	2	X	\$ 525	\$ 1,050
Digital Camera	5	X	\$ 500	\$ 2,500
			<b>Subtotal</b>	<b>\$ 18,550</b>

**Tactical Technology Subtotal** **\$ 525,550**

Police Equipment

Tac View Pole Camera with Infrared Video View System	1	X	\$ 1,500	\$ 1,500
Binoculars	4	X	\$ 500	\$ 2,000
Hook/Ram	1	X	\$ 750	\$ 750
Surveillance Kit	20	X	\$ 131	\$ 2,620
Motorola Surveillance Kit Adapter	20	X	\$ 69	\$ 1,380
Equipment Locker	1	X	\$ 200	\$ 200
			<b>Subtotal</b>	<b>\$ 8,450</b>

**Police Equipment Subtotal** **\$ 8,450**

**TOTAL \$534,000**

**E. Supplies**—List items by type (office supplies, postage, training materials, copying paper, and other expendable items such as books, hand held tape recorders) and show the basis for the computation. Generally, supplies include any materials that are expendable or consumed during the course of the project.

Supply Items	Computation			Cost
<u>Office Equipment</u>				
Laminator	1	\$ 299.99	\$ 299.99	
Label Maker	1	\$ 150.00	\$ 150.00	
Software	2	\$ 500.00	\$ 1,000.00	
Flash Drive	2	\$ 100.00	\$ 200.00	
		<b>Subtotal</b>	<b>\$ 1,649.99</b>	

Supplies

Copier Toner Cartridges (Pack)	5	\$	89.99	\$	449.95
Plastic ID Laminating Plates (Box)	20	\$	21.03	\$	420.60
Easels	4	\$	99.99	\$	399.96
27x34 Flip Chart Easel Pads	10	\$	35.50	\$	355.00
Flip Chart Markers (Box)	15	\$	6.20	\$	93.00
Poster Backer Board	20	\$	25.00	\$	500.00
Compact Discs	2000	\$	0.40	\$	800.00
Enlargements and Copying	50	\$	10.45	\$	522.50
Color enlargements and lamination	20	\$	40.45	\$	809.00

Subtotal \$ 4,350.01

**Supplies Subtotal \$ 6,000.00**

**TOTAL \$6,000.00**

**F. Construction**—As a rule, construction costs are not allowable. In some cases, minor repairs or renovations may be allowable. Consult with the program office before budgeting funds in this category.

<b>Purpose</b>	<b>Description of Work</b>	<b>Cost</b>
	<b>TOTAL</b>	<b>\$0</b>

**Budget Detail Worksheet**

**G. Consultants/Contracts**—Indicate whether applicant’s formal, written Procurement Policy or the Federal Acquisition Regulations are followed.

Consultant Fees: For each consultant enter the name, if known, service to be provided, hourly or daily fee (8-hour day), and estimated time on the project. Consultant fees in excess of \$450 per day require additional justification and prior approval from OJP.

Name of Consultant	Service Provided	Computation	Cost
		<b>TOTAL</b>	<b>\$0</b>

Consultant Expenses: List all expenses to be paid from the grant to the individual consultant in addition to their fees (i.e., travel, meals, lodging, etc.)

Item	Location	Computation	Cost
		<b>TOTAL</b>	<b>\$0</b>

Contracts: Provided a description of the product or services to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts. A separate justification must be provided for sole source contracts in excess of \$100,000.

Item	Location	Computation	Cost
HERD Community Development Corporation			\$210,000
		<b>TOTAL</b>	<b>\$210,000</b>

## Budget Detail Worksheet

**H. Other Costs**—List items (e.g. rent, reproduction, telephone, janitorial or security services, and investigative or confidential funds) by major type and the basis of the computation. For example, provide the square footage and the cost per square foot for rent, and provide a monthly rental cost and how many months to rent.

Description	Computation	Cost
<b>TOTAL</b>		<b>\$ 0</b>

**I. Indirect Costs**—Indirect costs are allowed only if the applicant has a Federally approved indirect cost rate. A copy of the rate approval (a fully executed, negotiated agreement), must be attached. If the applicant does not have an approved rate, one can be requested by contacting the applicant's cognizant Federal agency, which will review all documentation and approved rate, one can be requested by contacting the applicant organization, or if the applicant's accounting system permits, costs may be allocated in the direct costs categories.

Item	Computation	Cost
Indirect Costs	\$750,000 X .05% of federal share	\$37,500
<b>TOTAL</b>		<b>\$37,500</b>

## Budget Worksheet Summary

**Budget Summary**—When you have completed the budget worksheet, transfer the totals for each category to the spaces below. Compute the total direct costs and the total project costs. Indicate the amount of Federal requested and the amount of non-Federal funds that will support the project.

<b>Budget Category</b>	<b>Total</b>
A. Personnel	
B. Fringe Benefits	
C. Travel	
D. Equipment	\$534,000
E. Supplies	\$6,000
F. Construction	
G. Consultants/Contracts	\$210,000
H. Other	
I. Indirect Costs (5% of federal share)	\$37,500
<b>TOTAL PROJECT COSTS</b>	<b>\$1,952,365</b>

**Federal Request**           \$750,000

**In Kind Match**           \$1,164,865

## Attachment 3

### PROJECT TIMELINE AND POSITION DESCRIPTION

#### A. Goals and Objectives

**GOAL 1: Build a more trusting and cooperative working relationship between residents, law enforcement and community-based organizations that brings diverse interests together in support of a safer and healthier community.**

Objective 1: Increase familiarity between Figueroa Corridor residents and LAPD area leadership.

Task 1: Involve community residents and LAPD leadership in planning meetings for project.

Task 2: Involve community residents and LAPD leadership in monthly or bimonthly steering committee meetings for project.

Objective 2: Increase familiarity between community residents and LAPD patrol officers.

Task 1: Establish bicycle patrol unit in area.

Task 2: Establish Crime Suppression team in area.

Task 3: Establish Z-Units

Task 4: Establish foot beat on Figueroa Street.

Task 5: Deploy units to provide 7-days a week coverage in target area, including enforcement of quality of life crimes, with regularly assigned officers who will become familiar with residents and their issues.

Objective 3: Create regular structures for communication between residents, law enforcement officers, and community-based organizations.

Task 1: Disseminate business watch flier in English and Spanish throughout the target area.

Task 2: Collect business and residential address for business watch and neighborhood watch database that will support mailing of quarterly or semi-annual flier.

Task 3: Schedule and conduct regular business watch and neighborhood watch meetings.

Task 4: Schedule and conduct monthly or bimonthly community project status meetings.

Task 5: Schedule and conduct community meetings as necessary to address particular issues or interest to community members.

Objective 4: Create opportunities for more informal activities that include residents, law enforcement officers, and community agency staff.

- Task 1: Conduct community outreach and education regarding law enforcement policy for target area.
  - Task 2: Schedule and conduct LAPD/City of Los Angeles special events on Figueroa Street.
- Objective 5: Reduce/limit duration of investigatory stops.
- Task 1: Deploy units and foot beat to provide 7-days a week coverage in target area, including enforcement of quality of life crimes, with regularly assigned officers who will become familiar with residents and their issues.
  - Task 2: Implement directed patrols addressing specific crimes/quality of life issues each day.
  - Task 3: Develop informant base.
  - Task 4: Install and use new technology to support directed enforcement and increase efficiency of directed enforcement.
- Objective 6: Provide assurance that any police misconduct will be addressed.
- Task 1: Involve LAPD leadership in monthly or bimonthly steering committee meetings.
  - Task 2: Install and use new technology that will record any police misconduct as well as any criminal conduct.
- Objective 7: Overcome hurdles to crime-reporting posed by Hoover Crips intimidation.
- Task 1: Community outreach regarding “No Tolerance” approach to enforcement in target area.
  - Task 2: Schedule and conduct regular neighborhood watch meetings.
  - Task 3: Deploy units and foot beats to provide 7-days a week coverage in target area, including enforcement of quality of life crimes, with regularly assigned officers who will become familiar with residents and their concerns.
  - Task 4: Install and use new technology that will permit prosecution without revealing source of crime report.
  - Task 5: Provide residents of gang-plagued apartment buildings with contact phone numbers to encourage silent reporting.
  - Task 6: Provide assistance to crime victims/witnesses.

Outcome Measure: 10% decrease in LAPD personnel complaints.

Process Measure: Disseminate business watch flyer.  
 Eight Business watch meetings.  
 Eight neighborhood watch meetings.  
 12 Figueroa Street steering committee meetings.  
 Two LAPD/City of Los Angeles special events.  
 Install new technology.

Who will accomplish this:

LAPD Southeast, 77<sup>th</sup> Division, Senior Lead Officers, Gang Enforcement Detail, Bicycle Unit, Crime Suppression Team, Herd.

Timeframe: September 2007 through August 2009

**Goal 2: Decrease crime and criminal activity within and around the Figueroa Street Corridor by 20% over 12 months, by increasing the ability of law enforcement to prevent, deter, and detect narcotics trafficking and quality of life crimes in the target area.**

Objective 1: Overcome hurdles to enforcement posed by Hoover Street Crips tactics.

Task 1: Identify criminal gangs and their leadership

Task 2: Gather gang intelligence to identify places and times that criminal activity is likely to occur.

Task 3: Maintain visible presence through deployment of patrol resources to places/times identified as being most likely for gang activity.

Task 4: Gather community support for installation of new technology.

Task 5: Install and use new technology that will permit officers to observe and record criminal gang activity from a distance.

Task 6: Provide residents of gang plagued apartment buildings with contact phone number for anonymous reporting.

Objective 2: Increase efficiency of law enforcement in Figueroa Street Corridor.

Task 1: Gather gang intelligence to identify problem locations and times.

Task 2: Gather narcotics intelligence to identify places and times where narcotic sales occur.

Task 3: Directed patrol to focus on quality of life enforcement at problem locations.

Task 4: Install new technology that will allow officers to observe and record gang and narcotics activity from a distance.

Task 5: Obtain and use new technology that will allow officers to enforce gang injunction.

Task 6: Establish centrally located command center to coordinate efforts in target area.

Task 7: Maintain statistical data to monitor crime trends and aid in deployment of law enforcement resources within target area.

Objective 3: Increase law enforcement presence within Figueroa Corridor.

Task 1: Deploy gang enforcement detail to provide directed gang enforcement within target area.

Task 2: Deploy narcotics field enforcement section to provide directed narcotics enforcement within target area.

- Task 3: Deploy bicycle unit, crime suppression team, z-units, and foot beat to provide 7 days a week coverage within target area.
- Task 4: Seek deployment of ATF agents in targeting firearms crimes within target area.
- Task 5: Seek DEA MET deployment to assist in targeting narcotics crimes within target area.

Objective 4: Provide long-term deterrent to criminal behavior within Figueroa Corridor.

- Task 1: Create and establish business and neighborhood watches.
- Task 2: Engage in abatement activities to clean up and address problem locations that serve as a refuge for criminal activity.
- Task 3: Gather community support for installation and maintenance of new technology.
- Task 4: Install and use new technology that will remain in place to provide ongoing deterrent to criminal behavior that may be recorded by the new technology.

Outcome Measures: 20% reduction in Part I crimes within target area.  
25 % reduction in Prostitution/Narcotics complaints.

Process Measures: Establish law enforcement coordination command center.  
Deploy gang enforcement units.  
Deploy narcotics field enforcement section.  
Deploy bicycle and foot beat patrols.  
Eight business watch meetings.  
Eight neighborhood watch meetings.  
Obtain commitments from 100 target area residents to support installation of new technology.  
Install new technology.  
Abate six locations.

Who will accomplish this:

LAPD Southeast/77th Area Coordination Section, Senior Lead Officers, Gang Enforcement Detail, Narcotics Enforcement Detail, Bicycle Unit, Crime Suppression Team, Z-Units, VICE Units, Camera Detail.  
LA City Attorney's Office: Neighborhood Prosecutor, Gang Unit  
ATF  
DEA-MET  
FBI  
Figueroa Street Corridor Steering Committee

Timeframe: September 2007 through August 2009

**Goal 3: Provide children and young adults with safe alternatives to gangs, prostitution, and narcotics.**

Objective 1: Reduce truancy.

Task 1: Establish safe passages program to remove disincentives to travel to and from school.

Task 2: Install new technology that will assist in implementing safe passages program.

Task 3: Identify at-risk youth and refer them to programs to encourage continued school attendance and deter gangs, drugs and prostitution.

Task 4: Provide parents with training on parenting skills and educational needs.

Task 5: Establish truancy court to encourage parents to discourage truancy by their children.

Objective 2: Provide assistance in completing education.

Task 1: Identify at-risk youth who require additional assistance.

Task 2: Provide parents with training on parenting skills and educational needs.

Task 3: Provide parents with English as Second Language training to enable them to assist children with homework and school issues.

Task 4: Provide tutoring for identified at-risk youth.

Task 5: Provide mentoring to encourage remaining in school.

Objective 3: Provide job-training and part-time/summer jobs for youth.

Task 1: Implement job-training program for young adults in target area.

Task 2: Implement apprenticeship program for young adults in target area.

Task 3: Recruit young adults in target area to participate in job training and apprenticeship programs.

Task 4: Place young adults in target area in part-time and summer jobs.

Task 5: Develop summer-internship program to provide summer internships for at-risk-youth.

Task 6: Implement Helping Hands Program to pay youth stipend to assist elderly members of target area.

Objective 4: Provide assistance to youth who are crime victims or whose parents/friends are crime victims.

Task 1: Provide target area residents with information regarding assistance to crime victims.

Task 2: Provide assistance to children who are crime victims and children whose parents/friends are crime victims.

Outcome Measures: 10% reduction in unexcused school absences.  
5% increase in high school graduation rate.

Process Measures: Provide ESL training to 50 residents.

Provide tutoring to 33 students.  
Provide stipends to 20 youth to perform chores for seniors.  
Train 50 parents to participate in safe passages program.  
Provide job training to 30 residents.  
20 residents in apprenticeships/jobs.  
Provide victim assistance to 20 youth.  
Provide parenting and advocacy support training to 40 residents.

Who will accomplish this:

LAUSD (safe passages program and tutoring)  
LAPD Southeast/77<sup>th</sup> Area: SLO's, Gang Enforcement Detail (identification of at-risk youth, safe passages program, victim assistance)  
ESL Teachers  
Brain Builders (Tutoring)  
Helping Hands (stipends for services to seniors)  
MAD DADS (safe passages program)  
PACE (parenting and advocacy support training)  
HOPE (mentoring)  
YIP (job training, apprenticeship program, job placement)  
LA County District Attorney's Office (victim assistance)  
HERD CDC (coordination and dissemination of information)

Timeframe: September 2007 to August 2009

**Goal 4: Create an influx of business and markets to provide services to the community and access to quality jobs for residents.**

Objective 1: Survey residents for consumer market interests and needs.

Task 1: Create survey

Task 2: Circulate survey to target area residents.

Task 3: Compile results of survey.

Objective 2: Engage businesses to meet those identified market needs and provide jobs for residents.

Task 1: Identify businesses to meet consumer market interests.

Task 2: Engage the City of Los Angeles to secure business incentives for businesses to locate in the target area.

Task 3: Secure commitments from businesses to hire employees from within the target area.

Outcome Measures: Secure commitments from 10 businesses to locate within target area.  
Secure commitments from businesses to hire 30 employees from within the target area.

Process Measure: City of Los Angeles defines area development zone and provides incentives for relocation.  
Survey of consumer market needs returned by 500 target area residents.

Who will accomplish this:

Outreach Coordinator, Non-Profit, and LAPD  
Operations South-Bureau (survey)  
Figueroa Street Corridor Steering Committee (contacts with City re incentives)  
Figueroa Street Corridor Steering Committee and LAPD OSB leadership (business recruitment)

Timeframe: September 2007 through August 2009

**Goal 5: Create a larger presence and greater visibility for community based human service organizations and increase the ability of area residents to access existing social service providers and obtain assistance in moving toward self-sufficiency.**

- Objective 1: Bring social service providers into Figueroa Street Corridor to overcome hurdles to traveling to social service providers posed by patchwork of gang territories.
- Task 1: Obtain and set-up space within Figueroa Street corridor.
  - Task 2: Coordinate use of space within Figueroa Street Corridor by various service providers.
  - Task 3: Coordinate transportation to Figueroa Street Corridor space for various service providers.
- Objective 2: Increase social service provider's familiarity with specific problems of the Figueroa Street Corridor residents.
- Task 1: Hire area resident as administrative assistant for project director.
  - Task 2: Survey residents to identify discrete projects of interest to residents.
  - Task 3: Compile survey responses and disseminate to service providers and law enforcement.
- Objective 3: Provide job training and job placement assistance.
- Task 1: Implement job-training program for target area residents.
  - Task 2: Implement apprenticeship program for area residents.

- Task 3: Recruit target area residents to participate in job training and apprenticeship programs.
- Task 4: Provide training in job application/retention skills.
- Task 5: Assist residents in applying for jobs and place residents in jobs.
- Objective 4: Bring substance abuse services into the community.
- Task 1: Schedule alcohol/drug treatment sessions.
- Task 2: Schedule doctor/nurse practitioner to provide mental health diagnoses.
- Task 3: Provide alcohol/drug treatment and mental health diagnoses.

Outcome Measures: To Be Determined

- Process Measures:
- Provide job training to 30 residents.
  - Place 20 residents in apprenticeships/jobs.
  - Survey of resident project suggestions returned by 500 target area residents.
  - Provide alcohol/drug treatment to 30 residents.
  - Provide mental health diagnoses for 10 residents.

Who will accomplish this:

- Non-profit (
- HOPE (mentoring services and classes in anger management/conflict resolution)
- YIP (job training, apprenticeship program, job placement)
- Dual Diagnoses (alcohol/drug treatment & mental health diagnosis)

Timeframe: September 2007 through August 2009

**Goal 6: Ensure sustainability for all innovative approaches established during the life of this project through entrepreneurial business opportunities and philanthropic grants.**

- Objective 1: Develop a long-term strategic plan for sustainability.
- Task 1: Train community residents in identifying grant opportunities and writing successful grant proposals.
- Task 2: Assist community residents in writing initial grant proposals for continuation funds.
- Task 3: Recruit businesses and city agencies to participate in program maintenance.

Outcome Measures: Obtain 2 grants to provide continuing funds

- Process Measures:
- Provide grant writing training to 10 residents.
  - Assist in writing 10 grant proposals.

Who will accomplish this:

LAPD/Non-Profit  
Figueroa Street Corridor Steering Committee.

Timeframe: September 2007 through August.

A tentative preliminary timeline for enforcement activities for the first 15 months of the program, subject to change as events occur, is as follows:

September through December 2007

- Present grant to Los Angeles City Counsel for formal approval
- System design and tentative site survey for expanded camera network
- Consult with community groups on selected camera placements
- Continue proactive enforcement efforts by gang enforcement detail, VICE, narcotics enforcement officers, and federal law enforcement agents
- Prepare to implement neighborhood and business watch programs throughout target area
- Coordinate with Safe Passages Subcommittees

January through May 2008

- Install expanded camera network and signs notifying community of camera surveillance
- Conduct community events to introduce community to crime suppression team and provide overview of camera network
- Continue proactive enforcement efforts by gang enforcement detail, VICE, narcotics enforcement officers, and federal law enforcement agents
- Implement neighborhood and business watch programs throughout target area
- Continue to coordinate with Safe Passages program
- Coordinate with prevention coordinators
- At May 2008, assess effectiveness of expanded camera network and crime suppression team and make adjustments

June through December 2008

- Continue proactive enforcement efforts by gang enforcement detail, VICE, narcotics enforcement officers, and federal law enforcement agents
- Continue neighborhood and business watch programs throughout target area
- Continue to coordinate with Safe Passages program
- Continue to coordinate with prevention coordinators
- At December 2008, assess effectiveness of expanded camera network and crime suppression team and make adjustments

We hope that accomplishing these goals and objectives will help achieve an overall bettering of living conditions within the Figueroa Street Corridor and a resulting change in public perception of Figueroa Street and its surrounding area that will encourage private employers to perceive the area as a viable place to do business and to hire. The strategies adopted to accomplish these goals and objectives are described in more detail below.

## **B. Law Enforcement Strategy**

Primary enforcement within the Figueroa Street Corridor and the surrounding target area is the responsibility of both LAPD's Southeast Area and 77<sup>th</sup> Street Area, under the direction of Operations South-Bureau. In conjunction with this initiative, that area will be implementing the "Broken Windows" policing theory in the target area. This theory calls for the establishment of a "no tolerance" zone in which all violations of the law will be strictly enforced, and in which community support for enforcement efforts is actively enlisted. This will be accomplished through increases in enforcement resources dedicated to the target area, use of technology, and formation of a business watch crime prevention program to enlist merchants and community members to cooperate with law enforcement to reduce crime.

Among the particulars, LAPD's Southeast Area/77<sup>th</sup> Area will be adding specialized units, including foot-beats and a bicycle unit, to engage in regular patrols along Figueroa Street. These officers will gain familiarity with Figueroa Street and its residents and will be tasked with assisting in enforcing narcotics laws, enforcing the gang injunction, and addressing quality of life crimes committed along the street such as vandalism, graffiti, and drinking in public. Working with these enforcement units, and with the Senior Lead Officers (SLO) assigned to the target area, will be the City Attorney's neighborhood prosecutor assigned to the Southeast Area/77<sup>th</sup> Area, who is similarly tasked with addressing quality of life crimes committed within the area, as well as addressing other neighborhood problems. The neighborhood prosecutor, an SLO, and a representative from the specialized units will attend the monthly steering committee meetings to report on progress and suggest methods for improving enforcement.

In addition to this new unit, other LAPD resources will also be available to address crimes committed within the target area, including a gang enforcement detail and narcotics field enforcement officers. In addition, federal law enforcement agencies, including ATF and the U.S. Marshal's Service, are participating in the initiative, and will coordinate directed enforcement actions in support of the initiative with the USAO and LAPD. Finally, during the duration of the initiative, we hope to have DEA assign one of its Mobile Enforcement Teams to a rotation through the target area to engage in narcotics enforcement.

In addition to enforcement, community outreach and involvement are crucial to efforts to prevent crime in the target area. SLOs will be tasked with conducting community outreach and education regarding the "no tolerance" policy for the target area. As part of these efforts, they will be tasked with implementing a Figueroa Street Business Watch. To further publicize enforcement efforts and garner community support, a flier will be distributed throughout the target area in both English and Spanish, and signs will be posted along Figueroa Street to remind potential lawbreakers of the enforcement of various penal and municipal code violations.

Attached is a detailed Law Enforcement Concept of Operations/Execution prepared by LAPD showing the law enforcement resources that will be brought to bear on the project.

Virtually all of these resources are being contributed by LAPD and the other law enforcement agencies that are partners in the initiative.

Edward Byrne Memorial funding will be used primarily to purchase and put in place three technologies that will increase the effectiveness of enforcement efforts while at the same time establishing a permanent deterrent to criminal behavior along the Figueroa Street Corridor. The three technologies are: (1) closed-circuit television cameras to be located along Figueroa Street and its perimeter; (2) facial recognition units that will be used primarily to assist in enforcement of the gang injunction; and (3) a license plate recognition system that will be used to detect and apprehend gang members, narcotics traffickers, prostitution, and violent offenders using stolen and wanted cars to travel into and around the Figueroa Street Corridor. Each technology, the role it will play, and its contribution to the goals and objectives identified above, is described in more detail below.

#### (1) Closed Circuit Television Cameras

Closed circuit television cameras have been used in other parts of Los Angeles, the Pico-Union Weed & Seed site, and the Jordan Downs PHSI site, with dramatic results. In the Pico-Union area, a series of closed-circuit cameras placed around Macarthur Park (at the time, a high-crime area with significant incidents of violent crime, drug sales, prostitution, and sales of illegal immigration documents) resulted in significant reductions in criminal conduct and the return of nearby residents and children to the park. A two year comparison of Part I crime showed a 45% decrease in Homicide, and a 38 % decrease in Part I crimes overall. In Jordan Downs, a 43 % decrease in Part I crimes, and a 40% reduction in Homicide has lead to a revitalized community.

Along the Figueroa Street Corridor, a series of cameras at installed at selected locations. Placements will coincide with high crime corridors along Figueroa Street and it's major cross streets, common entrance points, and areas that we hope to establish as safe passage corridors for children and young adults traveling to and from school (for example, along Figueroa Street to facilitate passage to middle and elementary schools). LAPD Cameras will be mounted only on public streets, and will not have the ability to look into individual apartments along Figueroa Street. However, private businesses will also have the ability to install their own cameras and provide LAPD with access to the video image at their discretion (for example, during the commission of a crime). As part of ongoing efforts to gather community support for the use of closed circuit cameras, community representatives will be consulted regarding camera placements.

The cameras to be used will be Pan/Tilt/Zoom cameras that have the capability of being pivoted up and down, rotating through a full 180 degrees, and zooming in. This enables an officer at a remote location to monitor the cameras and focus on particular incidents of interest. Transmissions from the cameras will be with a new technology that uses wireless transmission over the internet. In effect, the technology will create a wireless network area that will encompass the Figueroa Street Corridor itself and a small surrounding area. This technology has several benefits: (1) it permits transmission of pictures from the cameras not only to the fixed monitoring location, but also into

individual patrol cars, where officers responding to the scene can observe actions as they approach – this should help to overcome methods used by the Hoover Crips (observers, barricades, etc.) to avoid enforcement by enabling responding officers to observe efforts at destruction of evidence and follow (with the cameras) individuals fleeing the scene; (2) it permits cameras purchased and installed by private parties, for example, business or apartment building owners, to be tied into the network, expanding its capabilities without cost to the project; and (3) the wireless network will be usable by residents, providing them with free internet access. The LAPD is working with an approved city vendor who has this new technology. Attached are diagrams showing how the wireless network works.

To maximize deterrence, the cameras will be readily visible. The hope is that as individuals learn that crimes committed on camera will lead to arrest and conviction, they will stop committing criminal conduct in the area covered by the cameras. In addition, to further this goal, and to ensure that residents and criminal offenders are aware that activities in public areas along Figueroa Street are being monitored, signs will be posted along Figueroa Street and major intersections. Attached is a diagram showing the signs, which will be in both English and Spanish.

The placement and use of the closed circuit cameras will assist in accomplishing a number of goals and objectives of the initiative: (1) by leveraging officer resources, they will permit more efficient enforcement; (2) they will assist in overcoming hurdles to enforcement (observers, barricades, etc.) created by the Hoover Street Crips; (3) by allowing officers to pinpoint in advance those committing criminal acts, they should reduce and/or limit the duration of investigatory stops; (4) they will assist in creating safe passage corridors; (5) by permitting prosecution based on camera and officer observations alone, they should reduce residents' fear that reporting crime will force them to be identified as the source of or a witness for the prosecution; (6) because the cameras will also pick up and record any police misconduct occurring at the scene of a criminal investigation, they will provide assurances to area residents that this misconduct is being monitored and addressed; and (7) they will provide wireless internet access to Figueroa Street residents and businesses, enabling them to take advantage of learning, job search, and other services available on the internet.

## (2) Facial Recognition

The LAPD already uses in some areas a facial recognition technology that uses handheld units to enable officers to rapidly take a photograph of a suspect and compare that suspect to a database of photographs stored in the handheld unit's memory. Ed Byrne Memorial funds will be used to purchase additional units for use by officers patrolling the target area. The primary use will be to assist in enforcement of the Hoover Crips gang injunction and the development of a prostitution database by enabling officers quickly and accurately to determine whether individuals observed associating within the target area, or performing other prohibited acts within the target area, are individuals prohibited by the injunction from doing so. The increased accuracy and speed of identification possible through use of the facial recognition units should assist in accomplishing two of

the goals and objectives of the initiative: (1) increase the efficiency and effectiveness of enforcement; and (2) reduce and/or limit the duration of investigatory stops.

### (3) License Plate Recognition

The LAPD already uses in some locations within Los Angeles a camera system that photographs license plates and then compares the plate numbers to a database of plates reported stolen and plates used in the commission of other crimes. This system has been effective in increasing recoveries of stolen cars and in apprehending known gang members and violent offenders who frequently use stolen cars to commit crimes, including drive-by-shootings. Further, the identification of know license plates will help identify narcotics traffickers and those pimps transporting prostitutes. Ed Byrne Memorial funds will be used to purchase a license recognition system that will be connected to the cameras placed along Figueroa Street. The primary use will be to assist the camera monitors in identifying stolen or wanted cars, narcotics offenders, and prostitutes that attempt to travel into or around the Figueroa Street Corridor and apprehending known gang members and violent offenders who seek to use these stolen cars to commit crimes in and around the Figueroa Corridor. This will assist in accomplishing two of the goals and objectives of the initiative: (1) leverage officer resources and permit more efficient enforcement; and (2) further discourage and deter criminal behavior in and around the Figueroa Street Corridor, addressing in particular one of the primary methods gang members use to commit drive-by-shootings and violent crime.

### C. Social Services Strategy

In the south Los Angeles area, there are a number of existing non-profit groups that provide a variety of services. A uniform complaint from residents has been that many of these services are effectively inaccessible because their off-site locations require residents to cross territories claimed by rival gangs. To address this problem, the primary social services strategy of the initiative will be to bring these social services into the Figueroa Corridor itself. This will be accomplished as follows:

#### (1) HERD CDC

HERD CDC incorporated in December 1998, as a not-for profit agency under the provisions of par 501(c)(3) of the Internal Revenue Code.

HERD CDC is composed of three divisions:

- The first is the Community Wellness Division. The physical health of individuals who reside in low-income communities has always been a major concern. A vast number of these individuals are completely without health care of any nature. They are often labeled as “the working poor.” HERD CDC works

diligently to educate and refer this group of individuals to programs and/or clinics that assist them by providing the health care that they need.

- The second is the Education and Well Being Division. The mission of the Education and Well Being Division is to seek new and innovative approaches to providing education and career opportunities in low-income communities. This need is manifested by the extremely large number of high school dropouts in the community. This problem has proven to be immune to the conventional remedies that have been tried over the past three decades.
- The third is the Business and Economic Development Division. This division lends technical assistance, and support, such as accounting, business management, human resources, and procurement to small businesses and grassroots organizations in the community. It also purchases, develops, and maintains properties. These are typically used as low-income housing, transitional living and space for grassroots organizations with whom we collaborate, so they can provide a range of social services to our clients.

HERD CDC will provide overall management and accountability for the social service components of the project. As lead agency, HERD CDC will serve as fiscal agent and program coordinator. As fiscal agent, HERD CDC will enter into service agreements with other community-based organizations, establish budgets, manage cash flow to support service delivery and establish audit-secure fiscal procedures and systems. In addition to this fiscal responsibility, HERD CDC will coordinate use of facilities, provide management for equipment, inventory, supplies and other administrative support functions; assure federal requirements are met; and perform other duties of an administrative nature.

A collaboration of this nature also requires convening diverse partners, including residents, law enforcement and social service agencies. HERD CDC will assure the project's efficient and effective flow, while meeting resident demands for self-direction, by retaining as an on-site administrative assistant, a resident of Jordan Downs. HERD CDC will also arrange for the retention as an independent contractor of a teacher who will provide English as Second Language training for area residents.

## (2) Helping Other People Excel (HOPE)

HOPE has been providing services in South Los Angeles since 1998. HOPE started as a dba of Greater Mount Sinai Church. As a result of their success in providing services in the community they found it necessary to incorporate as HOPE, Inc., a stand alone non-profit (501(c)(3)) organization. Early on, HOPE recognized that the work that must be done in the South Los Angeles community could not be delivered by a single agency. Therefore, shortly after HOPE was started, they formed a collaborative network, drawing on the skills and resources of other agencies. The agencies that constitute that collaborative network, with HOPE as their designated coordinator, include: Be Well Now Institute; Kinship Care Family Link; MAD DADS; VIC Ministries; PACE; and Gold Star.

HOPE also works closely with the Los Angeles Department of Housing and the Los Angeles Department of Parks and Recreation. Some of the services HOPE provides through its collaborative network include: Anger Management, Conflict Resolution, Substance Abuse, Parenting Classes, Teaching and Demonstrating Homemaking, Mentoring, Tutoring, Adult Role Modeling, and Transportation, as well as a full range of counseling services. HOPE provides services to the entire SPA 6 community. In connection with the initiative, HOPE will develop and coordinate family support services and senior services for older adult residents in the Figueroa Street Corridor. Under family support services, in cooperation with the steering committee, HOPE will organize:

- a vigorous program of family activities including food fairs, music programs and other family-focused activities; and,
- A training center for resident opportunities to develop skills, understanding and experience with a range of areas including cultural competency, resident/law enforcement relations, Spanish/English languages, and internet usage.

For older adult residents, HOPE will facilitate health fairs, intergenerational programs and transportation to community senior centers. HOPE will also provide mentoring services using college students as mentors, and anger management and conflict resolution classes.

### (3) Youth Intervention Program (YIP)

YIP was started in March of 1986 by a group of business owners in response to community graffiti and street violence. The founders developed an approach to engage at-risk youth and young adults by training and preparation for employment. As the Board of Directors learned that many of these youth were involved in the juvenile justice system and child welfare system as well, YIP moved into group home care, education, and, in 1992, lead agency responsibility for family preservation and support services. The community and economic development needs in South Los Angeles led the YIP Board to further involvement in community planning, collaborative service networks, resource creation (i.e. transportation, homemaker services, nutrition, and culturally competent services) and comprehensive case management and health, mental health, education and social service delivery for children, youth and their families. YIP's mission statement provides that "YIP is dedicated to the idea that 'a child is the center of his or her own universe.' YIP is a Community Based Organization designed to address the issues of the 'whole' child, his or her support system, and all outside factors affecting the evolution of that child." YIP's major goal is "to improve the economic, education, health, mental health, spiritual foundation, social conditions and promote self-sufficiency for the children and families living in the communities we serve."

In connection with the initiative, YIP will be providing programs of job training and placement, including apprenticeships in various trades. YIP will also assist young adult

and adult residents with opportunities for entrepreneurial ventures. These positive business efforts will contribute to the skills and experience capacity of residents and bring a solid economic base into the community.

#### (4) Health Care Dual Diagnosis

Health Care Dual Diagnosis was founded in 1999 in Fresno, CA. The agency's founder (Ms. Edna Miller) wanted to make a difference in the lives of children and families who were disenfranchised and living in low-income communities. The agency's mission is "to enrich the lives and spirits of those patients, adolescents, families, and adults who are entrusted to us, with comprehensive treatment and health care service." In 2003 the agency moved to Los Angeles and opened a clinic at 12317 S. Wilmington in Compton, CA. The clinic began providing substance abuse, mental health, primary health care, and day treatment, to the dual diagnosed population. Many of their clients were homeless and/or indigent young adults. In 2004 the clinic moved to its present location at 1776 E. Century Blvd. in South Los Angeles. The following services are provided by Health Care Dual Diagnosis: (a) as a linkage: Mental Health Services; Individual Family and Group Therapy; Prenatal Services; Health Services; Assessment and Treatment for Non-Indigent Population; and (b) under subcontract: Testing; Assessment and Treatment for Indigent Population; and Intensive Day Treatment. For the services provided as a linkage, Health Care Dual Diagnosis contracts with the State of California to provide those services throughout SPA 6 working with its collaborative partner Children/Families Health Connection.

In connection with the initiative, Health Care Dual Diagnosis will be bringing the full range of its services into the Figueroa Street Corridor, providing substance abuse and mental health services for residents who are in need of these professional interventions. HCDD will bring 12-Step programming into the community to support residents able and willing to commit to the self-help approach.

#### (5) CMD Educational Consultants, Inc. (CMD)

CMD was founded by a former Los Angeles School District teacher, Cynthia Amos, and a local businessman, Teo Dourousseau. CMD has experience in developing, implementing, and monitoring successful after-school programs located in and around affordable housing developments. In particular, CMD developed, planned, and implemented a successful tutorial program, Century/LIFT, for Century Housing Corporation. Century/LIFT currently serves 300 children daily and has been favorably evaluated by the USC School of Education and the RAND Corporation. On completion of the Century Housing Project, CMD worked with faith-based organizations and the LAPD to develop the Brainbuilders program, which provides after school tutoring to students in low-income housing. Brainbuilders provides homework help, reading comprehension, and mathematics tutoring, free-of-charge, to students at risk of academic failure. Its primary focus is students, grades 2-9, with services provided at a time, 3:00 - 7:00 pm, when students are most likely to drift into crime, drug abuse, teenage

pregnancy, or any of the other negative activities in which youth can become involved when they do not have access to positive behavior alternatives.

In connection with the initiative, CMD will be providing its Brainbuilders Program to harness the academic energy of kids in the Figueroa Street Corridor and channel that energy into positive, rewarding academic achievement. Based on the California State Content Standards in Reading Language Arts and Mathematics and the latest research on how children learn best, Brainbuilders students are assigned a grade level group and tutor. Students work in or around the same group and with the same tutor everyday. Homework takes precedence in the center, so students must complete homework before moving on to other program activities.

#### (6) Parents Action Coalition for Education

Parents Action Coalition for Education (PACE) is a non-profit community based organization that was formed in 1996. The mission of PACE is to provide training and resources to empower parents and strengthen partnerships between families and professionals so that all children achieve high educational standards. Training includes workshops on parenting, conflict resolution, anger management, negotiation skills, and life coping skills.

PACE seeks to increase parents' knowledge and confidence in child-rearing activities, strengthen partnerships between parents and professionals in meeting the development and educational needs of pre-school and all school-aged children, and build and strengthen partnerships between parents and the schools their children attend. PACE also provides parents, schools and organizations working with families with technical assistance to understand what children need to succeed in school. This is to insure that the child's emotional, mental, physical, and linguistic needs are considered when assessing their ability to learn.

PACE refers parents to programs that provide training and information to parents of school aged children, and youth with disabilities. This assistance helps parents to participate more effectively with professionals in meeting the educational needs of children and youth with disabilities.

PACE publishes a weekly newspaper that has its primary circulation in Los Angeles County. This newspaper serves as a voice of the community, addressing issues of importance to the residents of Los Angeles.

PACE provides an apprenticeship program in the field of journalism and publishing to high school students and young adults. This could well be the beginning of jobs meaningful careers for young residents of the community.

PACE will provide all of its services to the residents of the Figueroa Street Corridor and the surrounding community to ensure that the children of this community will not be left behind.

#### (7) MAD DADS

Men Against Destruction - Defending Against Drugs and Social Disorder (MAD DADS) is a national organization, founded in June of 1989 by a group of concerned Omaha fathers who were fed up with the gang violence and flow of illegal drugs in their community. They present themselves as positive role models, concerned, loving parents, as well as a visible presence in their cities against the negative forces that are destroying the children, their homes and communities. MAD DADS only allows one chapter per county across the United States, but allows for multiple divisions within these chapters. MAD DADS chapters are responsible for working with and in communities that have acknowledged that they want to establish a division in order to network with entities in the community to help address extant problems and improve the quality of life for the families. MAD DADS divisions must be established and operated by men and woman who actually reside in the targeted area because, if change is to take place, there is no one better informed and qualified to cause that change than the individuals who live there.

Chapters and divisions must follow the guidelines established by the MAD DADS' National Office, but this does not preclude them from taking appropriate actions to address their community's problems.

MAD DADS has a signature program, "Neighborhood Street Patrols." This program assesses community needs while challenging and changing inappropriate behavior. As one of its common features, it works to create safe passage corridors throughout the community. MAD DADS has been working in the targeted area in order to get the residents to establish their own division. Through this grant, these goals will be accomplished, and the "Neighborhood Street Patrols" program will be brought to the Figueroa Street Corridor target area.

#### (8) Children of the Night

Children of the Night are a private, non-profit, tax-exempt organization founded in 1979. They are dedicated to assisting children between the ages of 11 and 17 who are forced to prostitute on the streets for food to eat and a place to sleep. Since 1979 they have rescued girls and boys from prostitution and the domination of vicious pimps. In most cases these children do not have appropriate homes to return to, and the only relative who is a suitable guardian may live far away from the child's hometown. For many the only option is an out of home placement, college dorm, maternity home or mental health program. For those who reach 18 and need additional time to prepare to enter the mainstream society, independent living programs are recommended; special education programs are advised for those who need extra help with school and alcohol or drug recovery homes are suggested for those with substance abuse problems.

#### (9) Project Accountability-John Muir Elementary School

Project Accountability is a community organization under the direction of local law enforcement, LAUSD, Los Angeles City Neighborhood Prosecutor, District Attorney, and Council District 9, in a coordinated effort to provide outcomes to reduce the root

causes of violence within the community. The project intervenes in gang activity, provides after school programs, senior involvement with youth, public service ads, property abatement, and volunteer programs. Its primary function is to address violence and negative influences caused by a lack of parental involvement. The goal is to provide structure and positive influences through community involvement.

(10) Los Angeles County District Attorney’s Office – Victim Assistance

The Los Angeles County District Attorney’s Office has in place victim assistance personnel who provide assistance in response to the emotional, physical, and financial needs of crime victims throughout the county. The victim assistance representative responsible for the target area has participated in planning meetings for the project and will ensure that target area residents are provided with information regarding available services and that crime victims within the target area are provided with those services for which they are eligible.

With respect to social service providers, to derive maximum benefits from minimum funds, the social service coordinator, HERD CDC, will be contracting with organizations that are already in place and providing services to the community, often through the use of grant funds independently obtained from government and private sources. Figueroa Street residents will be filling unused spaces in these programs at rates being charged to other users. This will give us the benefit of group discounts that might not otherwise be obtainable, and will avoid the start up costs associated with putting together new programs from scratch.

With respect to law enforcement, the bulk of project funds will be going to the purchase of new technology to support LAPD enforcement efforts. This technology will be leveraged by the existing cameras and technology infrastructure in Southeast Division. In addition, LAPD will be contributing to the project significant value in the form of personnel. Estimates of the value of the personnel contributed to the project by LAPD on an annual basis (erring on the low side in terms of numbers of personnel) are as follows:

<b>LAPD Assigned Personnel</b>	<b>Quantity</b>	<b>\$ Per Unit</b>	<b>Total Cost</b>
Police Officer II	10	\$72,869 per year	\$728,690 per year
Police Officer III	2	\$83,131 per year	\$249,393 per year
Sergeant I	1	\$95,517 per year	\$95,517 per year
Detective I	1	\$91,265 per year	\$91,265 per year
<b>Total Annual Contribution</b>			<b>\$1,164,865</b>