

Attachment 4
Gang Reduction and Youth Development (GRYD)
Scope of Work for Intervention Providers
FY 2015 - 2016

Overview of Services to be Provided

Intervention agencies that are contracted with the City of Los Angeles Mayor's Office of Gang Reduction and Youth Development shall comply with this Scope of Work and the accompanying GRYD Intervention Services Handbook (Attachment 4). Failure to comply with this requirement will result in non-compliance and may jeopardize your contractual relationship with the City of Los Angeles.

Contractor shall provide intervention services to 50 gang-involved youth and young adults, ages 14-25, (clients) and their families (25 for Secondary Area contracts), who have a presence in the GRYD Zone or Secondary Contract Area (zone) using the GRYD Intervention Family Case Management Model. Contractor is required to provide Intervention Family Case Management Services to 30 clients (15 for Secondary Area contracts). Contractor shall provide Transitional Client Services to 20 clients (10 for Secondary Area contracts). These services are described below and in the GRYD Intervention Services Handbook in greater detail. A minimum 10% of the Contractor's caseload shall be comprised of individuals recently released from incarceration.

A client's presence in the zone may be documented in their file by including proof of residence in the zone, proof of attendance at a school that is considered an in-zone school, or through written explanation establishing a significant presence in the zone, such as situations in which the individual spends a majority of their time in the zone's social network.

Contractor shall provide Incident Response and Proactive Peacekeeping in and around the zone to preempt, reduce, and respond to gang-related violence. Proactive Peacekeeping efforts shall take place on an ongoing basis, through engaging potential perpetrators and victims of gang violence, as well as engaging the broader community in an effort to quell surges in violence. Contractor is mandated to provide Incident Response for gang related incidents of violence impacting the zone using the GRYD Incident Response Protocol. This includes incidents that may occur outside of each zone.

I. Scope of Services

A. Incident Response

1. Contractor shall conduct 24-hour Incident Response coverage in and around the GRYD Zone in an effort to reduce gang violence (or other violent crimes as determined by the GRYD Office). Contractor shall respond to incidents of gang violence, and other violent crimes as needed, in a manner consistent with the GRYD Incident Response

Protocol outlined in the GRYD Intervention Services Handbook.

2. Key points:

Contractor shall deploy Community Intervention Workers (“CIWs”) to incidents of gang violence.

Contractor shall engage families impacted by gang violence.

Contractor shall engage gang involved individuals.

Contractor shall maintain the Triangle Protocol with the Los Angeles Police Department (“LAPD”) and the GRYD Office, as described in the GRYD Intervention Services Handbook.

Contractor shall complete incident response reports and log follow up activities in the GRYD database system.

B. Community Engagement and Proactive Peacekeeping

1. Contractor shall submit a Community Engagement and Proactive Peacekeeping Plan that outlines strategies to engage local gangs/crews, proactively maintain peace via strategic activities, identifies safe passage routes for elementary, middle and high schools and addresses gang violence in and around the GRYD Zone. A template of the Community Engagement and Proactive Peacekeeping Plan is included in the GRYD Intervention Services Handbook.

2. Key points:

Document active gangs affecting the zone.

Identify, develop and implement strategies to engage active gangs.

Identify CIW gang engagement assignments.

Document the “License to Operate” (“LTO”) of each CIW in respect to the gangs affecting the zone.

Document the proposed peacekeeping activities in the zone based on gang rivalries and crime/violence trends.

Document weekly Safe Passage routes at key elementary, middle and high schools within the zone.

3. The Plan shall be approved by the GRYD office and updated bimonthly to ensure the Plan aligns with current staffing, community needs and crime trends.

4. Contractor shall provide a minimum of 2 Proactive Peacekeeping Events in the zone for every 25 total clients that the Contractor serves under its Contract in a manner consistent with the GRYD Intervention Services Handbook.

Events shall be culturally sensitive to the local demographic and shall align with the violence prevention needs of the zone.

C. Client Services

1. The GRYD Family Case Management Model identifies two client types – Family Case Management Clients and Transitional Clients. At least 70% of Contractor’s assigned caseload shall be comprised of Family Case Management Clients. Each client type receives a prescribed service model, and contractor is required to deliver services according to the GRYD Intervention Services Handbook and Scope of Work. Contractor is required to deliver Family Case Management services and log all service delivery information into the GRYD database system in a manner consistent with the processes and policies outlined in the GRYD Intervention Services Handbook.
 - a. GRYD Intervention Family Case Management Model
 - i. Contractor is required to implement the GRYD Intervention Family Case Management (“FCM”) Model and provide services to a minimum of 70% of its total number of Clients. **The total number of Clients assigned to a Contractor may vary between GRYD Zones or based upon other factors determined by the GRYD Office. Each proposer is therefore encouraged to identify the full capacity of Clients it can serve, even if less than the maximum number of 60 Clients.**
 - b. The GRYD FCM Model is designed to take place over a six-month cycle of services divided into seven phases. Contractor is required to deliver FCM services and log all service delivery information into the GRYD database system in a manner consistent with the process and policies outlined in the GRYD Intervention Services Handbook.
 - c. GRYD Transitional Client Services
 - i. Contractor shall provide GRYD Transitional Client Services (“TCS”) to up to 30% of its total number of Clients. Transitional Clients are those clients who require coaching and time to adjust to the specific requirements of the FCM Model. The goal of these services is to prepare clients for FCM services. Transitional Client

Services and referrals are intended to focus on immediate needs and short term goals. These may include, but are not limited to, referrals to: substance abuse, life skills courses, anger management courses, job readiness/certification programs, and tattoo removal. Short term goals may include obtaining legal identification and other work related documentation, and enrollment in educational or vocational programs. Contractor is required to deliver TCS services and log all service delivery information into the GRYD database system in a manner consistent with the process and policies outlined in the GRYD Intervention Services Handbook.

- d. Transitional Client Services are to be provided on a **90 day, 4 Phase Cycle**. For all clients, the 4 Phase Cycle of services begins on the date of the Initial Client Meeting, which is also considered the client Enrollment Date.
- e. **CIWs are to take the lead in the delivery of TCS. Each CIW is to carry a minimum of 4 TCS clients at a time.** They are responsible for conducting the monthly service meeting(s) with TCS clients. Each TCS client must also have an assigned Case Manager.
- f. TCS Overview
 - i. 4 Phases = 90 Days
 - ii. Phase 1 – 1 Initial Client Meeting
 - iii. Phase 2 – 1 Service Meeting (CIW) + 1 Team Meeting (CIW & CM only)
 - iv. Phase 3 – 1 Service Meeting (CIW) + 1 Team Meeting (CIW & CM only)
 - v. Phase 4 – 2 Service Meetings (CIW, CIW & CM) + 1 Team Meeting (CIW & CM only)

D. Social Embeddedness Tool

- 1. Contractor shall collect baseline measures for all referrals who agree to receive FCM services using both the Initial Meeting Form and the Social Embeddedness Tool (“SET”) as outlined in the GRYD Intervention Services Handbook. The SET is used as a baseline to measure an individual’s ability to self-differentiate.

2. Key points:

Contractor shall administer the SET Intake Part 1 and Part 2 forms to all FCM Clients during Phase 2.

Contractor shall administer the SET Phase 7 Retest during Phase 7 for all Clients enrolled in services. For Clients that continue on for additional cycles of services, the SET Phase 7 Retest is to be administered during Phase 7 of each additional cycle.

E. Genograms

1. Contractor shall integrate strength-based genograms into the FCM Model in a manner consistent with the GRYD Intervention Services Handbook. The purpose of the strength-based genogram is to encourage Clients to see themselves within the context of their multi-generational family and establish a stronger individual identity to counteract the negative influence of gangs. The genogram is also a tool used to identify strengths and supports within the Client's family.

F. Partnerships

1. To the fullest extent possible, Contractor shall coordinate its services, planning and activities with other City Contractors that target the same geographic service area so that funding provided under this Agreement is not used to duplicate services to the same clients.

G. Service Levels

Contractor shall provide intervention services to up to 60 total clients. The total number of Clients assigned to a Contractor may vary between GRYD Zones or based upon other factors determined by the GRYD Office. Each proposer is therefore encouraged to identify the full capacity of Clients it can serve, even if less than the maximum number of 60 Clients.

Of the total number of Clients assigned to Contractor, Contractor shall provide Family Case Management Services to at least 70% of the total number of Clients assigned to Contractor. The remainder shall receive Transitional Client Services.

II. Structure of Services

A. Staffing

1. Contractor shall hire a minimum of one (1) Case Manager for every sixteen (16) FCM Clients served. Case Managers shall be supervised by an individual with a Master's in Social Work (MSW), a Marriage and Family Therapist (MFT), or

someone deemed by the GRYD Office to have the requisite skills and years of experience.

2. Contractor shall hire at least 1-2 Community Intervention Workers (“CIWs”) for every four Transitional Client Services Clients that the Contractor serves. Contractor shall provide each full-time CIW with a minimum of \$35,000 annually, as well as health insurance and life insurance coverage.

B. Training

1. Contractor shall ensure that all staff, including program directors and subcontractors, participate in on-going training and debriefing sessions/meetings. Additionally, the Contractor shall participate in all meetings when presence is requested by the GRYD Office.
2. Contractor shall ensure that new employees are trained in the GRYD Model of Practice and the Efforts to Outcome Database.

C. Los Angeles Violence Intervention Training Academy

1. Contractor shall ensure that all CIWs successfully acquire and maintain Los Angeles Violence Intervention Training Academy (“LAVITA”) certification. Contractor shall maintain an updated list of all CIWs and supervisors on staff that have been certified by LAVITA and those that are participating in the advanced courses.

D. Personnel Policy

1. Contractor shall adhere to all personnel policies outlined in Section 203 of the GRYD Intervention Contract (Exhibit S). Contractor is responsible for establishing employee manuals that outline grievances, suspensions, requests for time off, payment, etc. All concerns relating to employee related issues must be addressed by Contractor. All employees hired under the GRYD contract shall be notified of this policy and strict adherence to this policy will be enforced by the GRYD Office.

E. GRYD Initiatives

1. LAPD/GRYD Partnership
 - a. Contractor shall collaborate with LAPD on an ongoing basis. Contractor shall attend monthly LAPD/GRYD partnership meetings convened by the GRYD Office, in which all partners review current gang crime, violence data, hot spots, and incident follow up, and establish proactive deployment of both intervention and law enforcement resources.

2. Gun Buyback Program
 - a. Contractor shall collaborate with the GRYD Office in the Gun Buy Back Program. Contractor shall be responsible for assisting in the dissemination of materials and in conducting outreach, as well as implementing strategies to encourage the reduction of illegal gun possession in the zone and surrounding community.
3. Domestic Abuse Response
 - a. Contractor shall engage gang-involved individuals and families involved in incidents of domestic violence and work with Domestic Abuse Response Team (“DART”) and other domestic violence service providers in the Zone to address such incidents.
 - b. Contractor shall regularly meet with designated DART agencies within the designated GRYD Zone, but no less than twice annually.
4. Human Trafficking Awareness
5. Contractor shall ensure that CIWs and Case Managers have awareness of human trafficking issues such that they can recognize indicators of human trafficking, identify victims of such activity, and partner with the GRYD Office, law enforcement and other entities in the community to address such incidents.
6. Summer Night Lights Program
 - a. Contractor shall participate in planning meetings at Summer Night Lights (“SNL”) sites in or near the zone. Planning activities will include, but are not be limited to:
 - i. Establishment and maintenance of cease fire agreements for the duration of the program in the neighborhoods surrounding SNL sites,
 - ii. Providing violence interruption and crisis response services for the duration of the program in the neighborhoods surrounding SNL sites,
 - iii. Participation in the SNL work groups,
 - iv. Participation in SNL-specific gang intervention training,
 - v. Participation in trainings required for SNL staff,

- vi. Collaboration with all SNL partners in strategies designed to diffuse potential retaliatory violence,
 - vii. Designing and implementing late night programming aimed at reducing potential violence in the late hours of the SNL program,
 - viii. Engaging local gang members to participate in park activities,
 - ix. Designing and implementing safety strategies for youth and families coming to and leaving the SNL sites, and
 - x. Participating in the Triangle Protocol with LAPD and the GRYD Office.
- b. In specific cases, and in agreement with the City of Los Angeles, SNL CIW teams may be expanded to meet the needs of the program. Requests for expansion of contracted intervention teams during the SNL program period will be considered on an individual basis and in collaboration with the GRYD Office.

F. Data Collection & Participation in Research and Evaluation

1. Contractor shall fully participate in all GRYD research and evaluation activities. Internally, this participation requires the use of the GRYD database; participating in training sessions; maintaining contact with the GRYD Research and Evaluation Program Manager; and staying updated on any research and evaluation requirements and/or changes described in the monthly newsletter. Specific requirements as they relate to the use of the GRYD database are listed in more detail below.
2. With regard to the external evaluation, Contractor shall participate in and facilitate data collection efforts by the external GRYD evaluator as needed and requested. Such efforts may include:
 - Facilitating the administration of interviews and/or surveys to Contractor staff by the external GRYD evaluator; and
 - Facilitating the administration of surveys, interviews, and/or focus groups with youth and parents by the external GRYD evaluator.
3. While Contractor is required to participate in above efforts and disseminate information related to data collection efforts in a neutral manner, individual staff, parents/guardians,

and/or youth may decline to participate in interviews and surveys in accordance with the human subject's protections related to the research.

- a. Performance Accountability
- b. Contractor shall be responsible for collecting and submitting data related to the identified performance measures to assess the effectiveness of services in a manner consistent with the processes and policies outlined in the GRYD Intervention Services Handbook.
- c. Evaluation and Data Collection
- d. Contractor shall designate at least one staff person to manage and oversee internal data collection for crisis response and family case management services and to communicate with representatives identified by the GRYD Office to oversee data collection, training, and evaluation. Contractor shall fully populate the GRYD database system and ensure that records in the system are up to date. Contractors not fully populating and maintaining their database may be out of compliance with their contract. Contractor shall accomplish this in a manner consistent with the processes and policies outlined in the GRYD Intervention Services Handbook.
- e. Contractor shall ensure that new employees are trained in the Efforts to Outcome database.
- f. Annual Reports
- g. Contractor shall provide the following on an annual basis in a manner consistent with the processes and policies outlined in the GRYD Intervention Services Handbook:
 - i. A Staff Master List following the template provided by the GRYD Office.
 - ii. A Provider Annual Report following the template provided by the GRYD Office.
- h. Maintenance of Records and Monitoring
- i. Data collection forms no longer need to be printed from the ETO (Effort to Outcomes) database and placed in the client file per phase. The GRYD office will rely on information in the database for monitoring and compliance purposes. However, all other forms referenced in Contract Section 202 must still be

maintained in a client file by the Contractor. This includes consent forms. Copies of the family's strength-based genogram at each phase of the Model can either be maintained in the client's file or uploaded into the database. Contractor must ensure that copies of the strength-based genogram be given to the family. GRYD may request a copy of the family's genogram be sent to evaluators upon the youth's successful or unsuccessful completion of prevention programming.

- j. City shall conduct monitoring and site visits to track Contractor's performance during the term of the contract. As required by Section 10.39.2 of the Los Angeles Administrative Code, evaluations will be based on a number of criteria, including the quality of work product or service performed.
- k. Partnerships
- l. To the fullest extent possible, Contractor shall coordinate its services, planning and activities with other City Contractors that target the same geographic service area so that funding provided under this Agreement is not used to duplicate services to the same Clients.

G. Fiscal Accountability

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

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

H. FamilySource, WorkSource, and YouthSource Collaboration

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

I. NOTICE OF DISCLAIMER

The Mayor's Office of Gang Reduction and Youth Development reserves the right to modify and update policies and procedures relating to the Intervention Scope of Work. Any changes to the Intervention Scope of Work will be addressed through communication with contracted agency Executive Directors or assigned staff personnel.

Contractor and its personnel, volunteers, and subcontractors are not agents of the City of Los Angeles Police Department and their work does not involve any aspect of the criminal investigation. Their primary responsibility is to provide supportive services for victims, family members and others who have been impacted by gang-related violence. Should the victim, the victim's family or others desire to provide information relevant to a gang-related incident, the contractor, their personnel, volunteers, and subcontractors shall facilitate a referral to an appropriate party who will provide further assistance.