

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: July 9, 2015

CAO File No. 0220-04668-0011

Council File No. 15-0758

Council District:

To: The Mayor  
The Council

From: Miguel A. Santana, City Administrative Officer *DH  
RV*

Reference: Transmittal from the Mayor dated June 16, 2016; Additional information provided through June 26, 2015

Subject: **APPROVAL OF FISCAL YEAR 2015-16 GANG REDUCTION AND YOUTH DEVELOPMENT (GRYD) PROGRAM: 1) CONTRACTS OR AMENDED CONTRACTS WITH PREVENTION AND INTERVENTION SERVICE PROVIDERS, RESEARCH AND EVALUATION PARTNERS, TRAINING PROVIDERS; 2) AUTHORIZE PROCUREMENT OF DOMESTIC VIOLENCE TRAINING SERVICES; AND 3) ALLOCATION OF RETURNED FUNDS FOR THE 2015 SUMMER NIGHT LIGHTS PROGRAM**

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### SUMMARY

The Mayor's Office of Gang Reduction and Youth Development (Mayor's GRYD Office) is requesting authority to take various actions to implement the Fiscal Year 2015-16 Gang Reduction and Youth Development (GRYD) Program. These actions include recommendations to approve the Request for Proposals results for selection of service providers; authority to negotiate and execute new contracts or amended contracts for prevention and intervention services in all 23 GRYD Zones, research and evaluation services, and specialized training. Additionally, the Mayor's GRYD Office is requesting approval to conduct an informal procurement process to select domestic violence training services for GRYD staff, service providers and partners; approve a sole source contract with Community Partners to implement the Rapid Response Gang Intervention Team; and authorize allocation of returned, unexpended funds to support 2015 Summer Night Lights Program expenditures. Total funds in the amount of \$26,094,346 is available to support these activities through the Mayor's 2015-16 Adopted Budget, Federal and State grants and other sources (Attachment A). This Office, with modifications as needed, is in agreement with the majority of recommended actions requested by the Mayor's GRYD Office. Some of the adjustments made included funding amounts or sources, contracting terms, procurement process details or the addition of a contractor to reflect an updated or current status subsequent to the release of the Mayor's Transmittal.

### BACKGROUND

The Los Angeles GRYD Comprehensive Gang Strategy (GRYD Strategy) encompasses a collaborative and community-wide approach to reducing gang violence in the City through the

provision of core prevention, intervention, re-entry and suppression services. Under this Strategy, data on Part 1 crime statistics and other demographic factors was utilized to identify and focus efforts on the City's 12 highest need areas or GRYD Zones and five targeted regions outside designated GRYD Zones or Secondary Areas. In 2009, the City established the Los Angeles Violence Intervention Training Academy (LAVITA), a learning institute to train and certify Community/Crisis Intervention Workers involved in the City's GRYD Program. Other GRYD activities include the Gun Buyback Program, an initiative that reduces violence through the anonymous surrender of firearms to local law enforcement; a Summer Night Lights (SNL) Program that provides recreational, cultural and sports programming and seasonal job opportunities for at-risk youth and community members during the summer months at 32 sites (28 targeted Recreation and Parks facilities and four public housing developments). Another key component of the GRYD Program is research, data collection and continuous evaluation to ensure quality programming that is effective, consistent and maintained at the highest level possible.

In 2015-16 the Mayor's Office plans to expand the GRYD Program into 23 GRYD Zones, comprised of six new and 17 existing but expanded Zones. This expansion will allow greater coverage for almost every GRYD Zone and includes both prevention and intervention service delivery to all GRYD Zones. The configuration of the 23 GRYD Zones was determined by a number of factors: review and analysis of crime statistics and trends (gang-related, violent and domestic violence rates) across the region; feedback from service providers, stakeholders and law enforcement; better alignment with Los Angeles Police Department (LAPD) reporting divisions and existing gang injunctions. Additionally, the Juvenile Re-Entry Program will transition from pilot to permanent status in the following LAPD divisions and corresponding GRYD Zones: Southeast, Northeast and 77<sup>th</sup>. All service providers will collectively manage a caseload of approximately 4,000 youth.

Additionally, the Mayor's GRYD Office intends to establish a Rapid Response Gang Intervention Team of as-needed intervention workers to assist the City in responding to gang-related high-profile events or incidents of violence that occur outside GRYD Zone boundaries. A prevalence of domestic/family violence in the gang-affiliated youth population prompted the Mayor's GRYD Office to enhance the GRYD Strategy by adding domestic violence awareness trainings for GRYD staff, case managers and service providers. Family systems training and research, data collection and evaluation services will continue at current or enhanced levels in 2015-16. The Summer Night Lights Program also continues at the same level of operation (28 parks, 4 housing developments), but with the Recreation and Parks Department serving as the fiscal agent and programming partner. A Friday Night Lights Pilot will be implemented in the fall at a select number of park locations. The City also sponsors Gun Buy Back events during the year.

### **Selection of Prevention and Intervention Providers**

To prepare for the GRYD Program expansion, the Mayor's GRYD Office issued a formal competitive bid process or Request for Proposals (RFP) to identify non-profit, community-based organizations (CBOs) to implement prevention and intervention services within the 23 GRYD Zones across the City. On March 16, 2015, the RFP was released to potential applicants on the Mayor's website, the City's Business Assistance Virtual Network (LA BAVN) and other applicable venues for distribution. Additional support and information was provided through a mandatory pre-Proposers' Conference

(April 1, 2015), Business Inclusion Outreach (April 12, 2015) and Technical Assistance Guidance (April 23, 2015) events. Applicants were invited to submit proposals for one or more of the GRYD Zones. A total of 100 proposals for gang prevention and gang intervention services were received by the April 27, 2015 deadline. In some cases only one proposal was received for a particular GRYD Zone with the proposer agency subsequently deemed qualified to perform in the selected GRYD Zone. Relative to three GRYD Zones, a decision was made to re-issue the RFP for prevention services (May 4, 2015) since none of the proposals submitted were deemed adequate. The second RFP process resulted in a number of qualified proposals received for each GRYD Zone by the May 27, 2015 deadline.

The applications were duly reviewed and scored according to the City's standard competitive bid review procedures. Multiple review panels of 50 volunteers were convened to evaluate, score and rank the applications. Each panel was comprised of representatives from various disciplines including academia, youth and community development, child and family services and law enforcement. Reviewers assigned scores to each application and the average of all panelist scores was calculated to determine the application's final score. The following criteria were used for scoring: adequate staff experience, organizational capability, well-developed project and operations plan, cost reasonableness, quality references or City performance evaluations. All applicants received written notification of their final score, ranking and instructions on proposal appeal procedures.

The City received a total of eight appeals from applicants. As of this date, three of the requests for appeals were denied, one was granted but resolved in favor of the original winning bidder, and the remaining four appeals should be resolved within the next few weeks. Based on the results of the RFP processes, the Mayor's GRYD Office recommends approval of the proposed contractors and requests authority to negotiate and execute contracts for one-year terms effective July 1, 2015 through June 30, 2016, with options to renew for two additional one-year terms, subject to the availability of funds, compliance with City contracting requirements and approval of the City Attorney as to form and legality. Services are to be provided in accordance with the scopes of work in the Mayor's Transmittal (Attachments 3 and 4). A total of 15 contractors were selected to provide prevention services to the 32 GRYD Zones utilizing \$12.2 million in grants and 2015-16 Adopted Budget funds. A total of 14 contractors were selected to provide intervention services to the 32 GRYD Zones utilizing \$11.9 million in grants and 2015-16 Adopted Budget funds. The complete list of service providers, GRYD Zones and allocation amounts is shown in the Recommendations section of this Report.

### **Rapid Response Gang Intervention Team**

The Mayor's GRYD Office plans to establish a Rapid Response Gang Intervention Team, a specialized group of Crisis Intervention Workers (CIWs) that could be deployed on an as-needed, temporary basis to respond and support the City during high profile events or incidents that occur outside the GRYD Zones. GRYD staff would select the CIWs based on the following criteria: previous experience, qualifications, knowledge of specific communities, and where the need is greatest (number and location of incidents). Additionally, CIWs are expected to have completed or be in the process of obtaining LAVITA certification. CIWs would be placed on an on call list and allows for a quick response to gang-related violence in communities where GRYD Zone contractors

do not have a presence. This is particularly helpful where there are incidents that require joint City and County of Los Angeles collaboration or necessitates a more regional approach to combatting gang-related violence.

The Mayor's GRYD Office has identified Community Partners serve as the fiscal and administrative agent of the Rapid Response Gang Intervention Team. Fiscal and administrative responsibilities include program management and oversight, employment services, and financial services including payroll, recordkeeping and accounting. Established in 1992, Community Partners is a seasoned fiscal administrator with expertise in fiscal sponsorships, grantmaker partnerships and providing innovative strategies to foster creative solutions to community challenges. In 2014-15, Community Partners performed in a similar capacity for the implementation of the City's Watts Regional Strategy. See Attachment B to this Report for more information on the sole source justification. The proposed scope of work is provided in the Mayor's Transmittal (Attachment 2). The Mayor's GRYD Office asserts that the proposed work to be performed by Community Partners is of a specialized nature and competitive bidding would not be practicable or advantageous and requests authority to execute a sole source contract with Community Partners in an amount not to exceed \$60,000, for a one-year term effective July 1, 2015 through June 30, 2016, with the option to renew for two additional one-year terms. Funds are available for this contract in the Mayor's 2015-16 Adopted Budget. Review and approval of the determination for sole source procurement is pending with the City Attorney.

### **Domestic Violence Training**

In 2015-16 the Mayor's GRYD Office will enhance the GRYD Strategy by including a domestic/family violence component and plans to conduct an informal procurement process to identify and select a local domestic violence training specialist to provide educational training to all prevention, intervention and re-entry service providers, GRYD staff and case managers on how to recognize risk factors and respond to domestic violence incidents. All GRYD service providers will then be required to distribute materials on domestic violence and safety awareness, as well as make referrals or connections to direct services. Additionally, the Mayor's GRYD Office will partner with both the LAPD and the City's Domestic Abuse Response Team (DART) organizations to offer services, referrals and support. Likewise, DART organizations will be able to connect gang-involved victims to GRYD services and resources. The Mayor's GRYD Office requests authority to negotiate and execute a contract with the selected domestic violence training specialist to provide trainings to GRYD staff, service providers, case managers and intervention workers, in an amount not to exceed \$50,000, for a one-year term effective July 1, 2015 through June 30, 2016, with the option to renew for two additional one-year terms, subject to the availability of funds, compliance with City contracting requirements and the review and approval of the City Attorney. Funds are available in the Mayor's 2015-16 Adopted Budget.

### **Family Systems Training**

In 2012, to ensure consistent and effective implementation of the GRYD Strategy and utilization of the Gang Prevention and Intervention Models of Practice, the Mayor's GRYD Office contracted with the Chicago Center for Family Health (CCFH) to develop professional training sessions and materials for the GRYD staff, prevention and intervention providers (C-120923). The following year, the Mayor's Office

contracted directly with Dr. Andrae Brown, a consultant with CCFH, to provide family-based case management training designed to reinforce the GRYD Strategy, Models of Practice, family strategies, coaching and problem solving techniques (C-122984). The initial contract for \$125,000 was effective for a one-year term from July 1, 2013 through June 30, 2014. The Mayor's GRYD Office exercised the first option to renew and executed a First Amendment (\$145,000), for a one-year term effective July 1, 2014 through June 30, 2015. At this time the Mayor's GRYD Office is exercising the second option to renew for an additional one-year term (July 1, 2015 -June 30, 2016) and requests authority to execute a Second Amendment to this contract in the amount of \$155,000 and revised total compensation of \$425,000. The scope of work for family systems training is included in the Mayor's Transmittal (Attachment 5). Funds are available in the Mayor's 2015-16 Adopted Budget.

### **Research, Data Collection and Evaluation – Sole Source Contract Amendments**

The Mayor's Office utilizes continuous research, data collection and evaluation to ensure the effectiveness of the GRYD Strategy. Sole source contracts were executed with a variety of experts that specialize in analyzing the citywide performance of gang prevention, intervention and re-entry services, development of database collection systems and reporting technologies, and the creation and implementation of the GRYD Youth Services Eligibility Tool (YSET) and Social Embeddedness Tool (SET). The Mayor's Office requests authority to negotiate and execute three contract amendments with California State University-Los Angeles, Harder+Company and Social Solutions Global, Inc., for one-year terms of performance effective July 1, 2015 through June 30, 2016 in the amounts and funding sources specified below. Further details are provided in the scope of work attached to the Mayor's Transmittal (Attachment 6).

#### California State University-Los Angeles (CSULA)

California State University-Los Angeles (CSULA) provides research consulting, coordination and management of all research, data collection and evaluation activities relative to the GRYD service delivery model and evaluation methodologies. A three person team comprised of Denise Herz, Ph.D.; Director of GRYD Research, and Molly Kraus, M.A.; Project Manager of GRYD Research and Evaluation, provides the oversight, supervision and coordination of all research, data collection/reporting and evaluation partners and Kristine Chan, M.S.W.; provides the oversight and supervision of all research and evaluation partners. A data coordinator and two research assistants will be added to monitor the GRYD database, assist with database training and technical assistance and support GRYD evaluation activities. CSULA will continue to sub-contract with the University of Southern California on the Social Embeddedness Tool (SET) data collection, analysis and SET database management and the University of California, Los Angeles on Family Case Management (FCM) outcomes and transformations, crime and geo-spatial analysis, and development of a qualitative evaluation component.

In 2012, the Mayor's GRYD Office executed a sole source contract with CSULA (C-121583) in an amount not to exceed \$65,000 for a one-year term effective July 1, 2012 through June 30, 2013. The CSULA contract was renewed for an additional one-year term (July 1, 2013-June 30, 2014) in an amount not to exceed \$170,000 and a cumulative total compensation of \$235,000. The Mayor's GRYD Office exercised the second option to renew for an additional one-year term (July 1, 2014 through June 30, 2015), in an amount not to exceed \$204,000 (\$150,000-General Fund, \$54,000-Second Chance Act Juvenile Reentry

Grant) and a revised total compensation of \$439,000. In order to avoid any interruption to implementing these services, the Mayor's GRYD Office requests authority to execute a fourth amendment with CSULA for a one-year term effective July 1, 2015 through June 30, 2016, in an amount not to exceed \$835,351 and a revised total compensation of \$1,274,351. Funds are available in the Mayor's 2015-16 Adopted Budget.

#### Harder+Company

Harder+Company (Harder) is another research, data collection and systems technology partner for the GRYD Strategy. In 2012-13, Harder was contracted to design and maintain an online ACCESS database to track client level data for GRYD service providers (C-121352) for an amount not to exceed \$94,440. The Mayor's Office exercised the first option to renew the contract with Harder (\$198,000) for an additional one-year term (July 1, 2013-June 30, 2014) to assist with transitioning service providers from the ACCESS system to a web/cloud-based system to increase data capacity and functionality for case management and outcomes reporting. Additionally, Harder provided technical assistance and site administration, coordinating with Social Solutions Global, Inc. (sub-contractor) on the design and development of the new ETO Database system to facilitate data migration, systems testing and user trainings.

A Second Amendment (\$147,080) was executed to revise Harder's scope of work and compensation to include the management of all YSET activities: screening, testing and retesting of all gang prevention participants. A Third Amendment (\$73,130) was executed with Harder to continue management of all YSET activities and assist with ETO database system implementation, for a one-year term effective July 1, 2014 through June 30, 2015. To ensure continuity with data collection, reporting and database system support, the Mayor's GRYD Office requests authority to execute a Fourth Amendment with Harder+Company for a one-year term (July 1, 2015-June 30, 2016), in an amount not to exceed \$160,000 and a revised total compensation of \$672,650. Funds are available in the Mayor's 2015-16 Adopted Budget (\$110,000) and the 2015 California Gang Reduction, Intervention and Prevention (2015 CalGRIP) Grant (\$50,000).

#### Social Solutions Global, Inc.

In 2013-14, Social Solutions Global, Inc. (SSG) served as a subcontractor to Harder to provide systems support for the ACCESS database during the transition to a cloud-based system (ETO Database) for case management and outcomes reporting. SSG developed and implemented the ETO Database, working with Harder to migrate data, perform systems testing and provide technical assistance. In 2014-15, the Mayor's Office executed a sole source contract with SSG (C-124474) to continue implementation of the ETO Database, continued licensing for ETO database software and GRYD end user access, and technical support, in an amount not to exceed \$100,000 (\$84,000-2014-15 Adopted Budget, \$16,000-Second Chance Act Juvenile Reentry Grant). The Mayor's GRYD Office is exercising the first option to renew for an additional one-year term effective July 1, 2015 through June 30, 2016, in an amount not to exceed \$153,775 and a revised total compensation of \$253,775. Funds are available in the Mayor's 2015-16 Adopted Budget.

**RECOMMENDATIONS**

That the City Council:

1. Approve the results of a Request for Proposals issued on March 16, 2015 and May 4, 2015 (re-issued for a select number of GRYD Zones) for Gang Prevention Services and the selection of 15 contractors to provide services in the 23 designated Gang Reduction and Youth Development (GRYD) Zones;
2. Authorize the Mayor, or designee, to negotiate and execute contracts with the 15 organizations listed below for a total amount not to exceed \$12,200,000 (\$11,873,108 from the Mayor's 2015-16 Adopted Budget and \$326,892 from the 2015 California Gang Reduction, Intervention and Prevention Program (CalGRIP) Grant), to provide gang prevention services in the 23 designated GRYD Zones that are substantially similar to the specifications detailed in the Prevention Scope of Work attached to the Mayor's Transmittal (Attachment 3), effective for a one-year term from July 1, 2015 through June 30, 2016, with the option to renew for two additional one-year terms, for the funding levels and sources listed below, subject to the availability of funds, compliance with City contracting requirements and the approval of the City Attorney as to form and legality:

PREVENTION SERVICES JULY 1, 2015 – JUNE 30, 2016				
AGENCY	GRYD ZONE	COUNCIL DISTRICT	AMOUNT	FUNDING SOURCE
Alma Family Services	Hollenbeck III	14	\$436,554	General Fund
			163,446	2015 CalGRIP Grant
	Hollenbeck II	14	600,000	General Fund
Asian American Drug Abuse Program	77 <sup>th</sup> I	8,9	600,000	General Fund
	77 <sup>th</sup> III	8	600,000	
Barrio Action Youth and Family Center	Hollenbeck I	1,14	600,000	General Fund
Communities In Schools	Devonshire-Topanga	3,12	250,000	General Fund
Community Build, Inc.	77 <sup>th</sup> II	8,9	600,000	General Fund
	Southwest I	8,10	800,000	
El Centro del Pueblo	Rampart I	1,13	400,000	General Fund
	Rampart II	1	400,000	
	Northeast	1,13,14	800,000	
El Nido Family Centers	Foothill	7	636,554	General Fund
			163,446	2015 CalGRIP Grant
Latino Resource Organization	Pacific	11	100,000	General Fund
New Directions for Youth	Mission	6	800,000	General Fund

P.F. Bresee Foundation	Olympic	1,10,13	400,000	General Fund
Soledad Enrichment Action	Newton I	9	400,000	General Fund
	Newton II	9	400,000	
Toberman Neighborhood Center	Harbor	15	200,000	General Fund
Watts Labor Community Action Committee	Southeast I	8,9	600,000	General Fund
	Southeast II	15	600,000	
	Southeast III	8,15	600,000	
Youth Policy Institute	Hollywood	4,13	250,000	General Fund
Brotherhood Crusade	Southwest II	8,9,10	800,000	General Fund
<b>TOTAL:</b>			<b>\$12,200,000*</b>	
*Prevention service contracts total \$12,200,000, of which \$11,873,108 is from the General Fund and \$326,892 is from the 2015 CalGRIP Grant.				

3. Approve the results of a Request for Proposals issued on March 16, 2015 for Gang Intervention Services and the selection of 14 contractors to provide services in the 23 designated Gang Reduction and Youth Development (GRYD) Zones;
  
4. Authorize the Mayor, or designee, to negotiate and execute contracts with the 14 organizations listed below for a total amount not to exceed \$11,973,000 (\$11,547,108 from the Mayor's 2015-16 Adopted Budget and \$425,892 from the 2015 California Gang Reduction, Intervention and Prevention Program (2015 CalGRIP) Grant), to provide gang intervention services in the 23 designated GRYD Zones that are substantially similar to the specifications detailed in the Intervention Scope of Work attached to the Mayor's Transmittal (Attachment 4), effective for a one-year term from July 1, 2015 through June 30, 2016, with the option to renew for two additional one-year terms, for the funding levels and sources listed below, subject to the availability of funds, compliance with City contracting requirements and the approval of the City Attorney as to form and legality;

INTERVENTION SERVICES JULY 1, 2015 – JUNE 30, 2016				
AGENCY	GRYD ZONE	COUNCIL DISTRICT	AMOUNT	FUNDING SOURCE
Advancement Project	Southeast III	8,15	\$555,000	General Fund
Alliance for Community Empowerment	Devonshire-Topanga	3,12	257,000	General Fund
Chapter Two	77 <sup>th</sup> II	8,9	555,000	General Fund
Communities In Schools, Inc.	Foothill	2,6,7	599,054	General Fund
			212,946	2015 CalGRIP Grant
Community Build, Inc.	Southwest I	8,10	555,000	General Fund
Developing Options	77 <sup>th</sup> I	8,9	555,000	General Fund
Going Beyond Boundaries	Newton I	9	555,000	General Fund
New Directions for Youth	Mission	6,7	555,000	General Fund

Public Health Foundation Enterprises, Inc./ Aztecs Rising	Rampart I	1,13	555,000	General Fund
	Rampart II	1	555,000	
	Olympic	1,10,13	555,000	
	Hollywood	4,13	257,000	
Soledad Enrichment Action Inc.	Northeast	1,13,14	555,000	General Fund
	77 <sup>th</sup> III	8	555,000	
	Southeast II	15	555,000	
	Hollenbeck I	1,14	555,000	
	Hollenbeck II	14	555,000	
	Hollenbeck III	14	342,054	2015 CalGRIP Grant
		212,946		
Toberman Neighborhood Center	Harbor	15	400,000	General Fund
Venice 2000/H.E.L.P.E.R. Foundation	Pacific	11	257,000	General Fund
Vermont Village	Southeast I	8,9	555,000	General Fund
Volunteers of America	Newton II	9	555,000	General Fund
	Southwest II	8,9,10	555,000	General Fund
<b>TOTAL:</b>			<b>\$11,973,000*</b>	
*Intervention service contracts total \$11,973,000, of which \$11,547,108 is from the General Fund and \$425,892 is from the 2015 CalGRIP Grant.				

5. Authorize the Mayor, or designee, to negotiate and execute a sole source contract with Community Partners to serve as the fiscal agent for administration of the Rapid Response Gang Intervention Team, in substantial conformance to the Rapid Response Gang Intervention Team Scope of Work attached to the Mayor's Transmittal (Attachment 2), in an amount not to exceed \$60,000, effective for a one-year term from July 1, 2015 through June 30, 2016, with options to renew for two additional one-year terms, subject to the availability of funds, compliance with City contracting requirements and approval of the City Attorney as to form, legality and sole source procurement;
6. Upon completion of an informal procurement process, authorize the Mayor, or designee, to negotiate and execute a contract with the selected contractor to conduct domestic violence awareness trainings for GRYD staff, prevention and intervention service providers, in an amount not exceed \$50,000, effective for a one-year term from July 1, 2015 through June 30, 2016, with the option to renew for two additional one-year terms, subject to the availability of funds, compliance with City contracting requirements and approval of the City Attorney as to form and legality;
7. Authorize the Mayor, or designee, to negotiate and execute a Second Amendment to the contract with Dr. Andrae Brown (C-122984) to conduct professional family systems trainings for GRYD staff, prevention and intervention providers in conformance with the Family Systems Training Expert Scope of Work attached to the Mayor's Transmittal (Attachment 5), in an amount not to exceed \$155,000, for a total cumulative compensation of \$425,000,

effective for a one-year term from July 1, 2015 through June 30, 2016, subject to the availability of funds, compliance with City contracting requirements and approval of the City Attorney as to form and legality;

8. Authorize the Mayor, or designee, to negotiate and execute a Third Amendment to the contract with the California State University, Los Angeles (CSULA) (C-121583) to provide oversight and coordination of the research, data collection and evaluation components of the GRYD Program in conformance with the Research and Evaluation Scopes of Work attached to the Mayor's Transmittal (Attachment 6), in an amount not to exceed \$835,351, for a total cumulative compensation of \$1,274,351, effective for a one-year term from July 1, 2015 through June 30, 2016, subject to the availability of funds, compliance with City contracting requirements and approval of the City Attorney as to form and legality;
9. Authorize the Mayor, or designee, to negotiate and execute a Fourth Amendment to the contract with Harder+Company (C-121352) to provide management of all Youth Services Eligibility Tool (YSET) activities and reporting and assist with the implementation of the ETO database system in conformance with the Research and Evaluation Scopes of Work attached to the Mayor's Transmittal (Attachment 6), in an amount not to exceed \$160,000 (\$50,000-General Fund and \$110,000-2015 California Gang Reduction, Intervention and Prevention (2015 CalGRIP) Grant), for a total cumulative compensation of \$672,650, effective for a one-year term from July 1, 2015 through June 30, 2016, subject to the availability of funds, compliance with City contracting requirements and approval of the City Attorney as to form and legality;
10. Authorize the Mayor, or designee, to negotiate and execute a First Amendment to the contract with Social Solutions Global, Inc. (C-124474) to provide ETO database support and technical assistance on case management and outcomes reporting on the GRYD Program, in conformance to the Research and Evaluation Scopes of Work attached to the Mayor's Transmittal (Attachment 6), in an amount not to exceed \$153,775, for a total cumulative compensation of \$253,775, effective for a one-year term from July 1, 2015 through June 30, 2016, subject to the availability of funds, compliance with City contracting requirements and approval of the City Attorney as to form and legality;
11. Authorize the Mayor, or designee, to appropriate unspent funds received by the City in the amount of \$145,125.05 that were returned by the Los Angeles Conservation Corps in accordance with contract provisions for the implementation of the 2014 Summer Night Lights programming activities (C-119163), and transfer this amount to Mayor Fund 100, Department 46, Account 003040 Contractual Services to support the 2015 Summer Night Light Program expenditures; and
12. Authorize the Mayor, or designee, to prepare Controller's instructions and/or make technical adjustments that may be required to implement the actions approved by the Mayor and Council on these matters, subject to the approval of the City Administrative Officer, and authorize the Controller to implement these instructions.

## **FISCAL IMPACT STATEMENT**

There is no additional impact on the General Fund. Funding for the proposed contracts, contract amendments, reappropriation of Summer Night Light program funds and other activities relative to the 2015-16 Gang Reduction and Youth Development Program is available in a total amount of \$26,094,346 from the Fiscal Year 2015-16 Adopted Budget (\$24,671,437), Federal and State grants (\$777,784) and other sources (\$645,125). An additional \$1,654,246 in grants and General Fund monies is allocated for personnel, travel, supplies and other administrative expenses. The recommendations in this report comply with City Financial Policies in that the proposed funding is balanced against established revenue approved by Council actions and from Federal and State grants. All funding is subject to the availability of grants funds and funding determinations by Mayor and Council.

*MAS:ACA:CLF:02150121c*

Attachments: A 2015-16 GRYD Funding Matrix  
B Community Partners Sole Source Justification

**Gang Reduction and Youth Development (GRYD) Program  
Fiscal Year 2015-16**

Total amount of funding for the proposed contractors addressed in this report for gang prevention, intervention, Summer Night Lights and other related program activities is \$26,094,346. An additional \$1,654,246 in grants and General Fund monies is allocated for personnel, travel, supplies and other administrative expenses.

Funding Information is listed below:

<b>PROGRAM</b>	<b>FUNDING AMOUNT</b>	<b>FUNDING SOURCE</b>	<b>STATUS</b>
<b>Gang Prevention and Intervention and Other</b>			
	\$24,671,437	General Fund	FY 2015-16 Adopted Budget
	752,784	2015-16 CalGRIP Grant	C.F. 13-0723-S2
	25,000	Forfeited Assets Trust Fund	FY2015-16 Adopted Budget
Subtotal:	\$25,449,221		
<b>Watts Regional Strategy</b>			
	\$500,000	HACLA PILOT Funds Balance	C.F. 14-0360
<b>2015 Summer Night Lights</b>			
	\$145,125	Reappropriate to General Fund	C.F. 15-0758 Pending, 13-0723-S2
Subtotal:	\$645,125		
<b>TOTAL:</b>	<b>\$26,094,346</b>		

### **Sole Source Justification for Community Partners**

The Mayor's Office of Gang Reduction and Youth Development (GRYD) requests sole source approval to enter into a contract with Community Partners to serve as the administrative and fiscal agent to implement the Rapid Response Gang Intervention Team. The Rapid Response Program will include a specialized team of intervention workers whose purpose will be to support the City during high-profile events and to respond to incidents outside the GRYD Zones, particularly those that require collaboration between the City and County. This will enable the GRYD Program to deploy community intervention workers ("CIWs") who may not be employed by a contracted City intervention agency, but can provide immediate response to gang-related violence in communities where contracted agencies do not have a presence. It also facilitates a regional approach to combatting gang-related violence, where incidents arise from conflicts beyond City boundaries. CIWs will be engaged in Crisis Response and Proactive Peacekeeping services, in accordance with the GRYD Intervention Model of Practice. Through these activities, CIWs will ensure an immediate response to gang-related violence, as well as engage the community in activities that maintain peace before or immediately after violence occurs. Activities may include rumor control, special events, field trips, street mediation, and community outreach.

During the 2014-15 Fiscal Year, Community Partners served as the administrative and fiscal agency for the implementation of the Watts Regional Strategy. The GRYD Office received sole source authorization to contract with Community Partners because it offered specialized expertise in providing structure, finance and administrative services, and expert counsel on behalf of foundations and government agencies. Community Partners served the specific operational needs of managing CIWs for the Watts Regional Strategy, including providing the City with hiring services, drug testing, and the employment of key personnel. Community Partners offers the same services for the Rapid Response Gang Intervention Program, but on a larger geographic scale. Because the Rapid Response Gang Intervention Program may require hiring of CIWs across many different communities, it would be difficult to select a contractor with similar experience who would not be perceived as having a particular tie to one community over another. Community Partners, however, had no particular ties or affiliation with any one community and had specialized expertise in providing structure, finance and administrative services, and expert counsel on behalf of foundations and government agencies. Even if neutral local agencies were considered, research has not revealed any that possess the experience, infrastructure and capacity to handle the burdensome administrative aspects this project. The GRYD Office has determined that the work to be performed by Community Partners is of a specialized nature for which competitive bidding is not practicable or advantageous, particularly in light of the City's desire to ensure services that can quickly be deployed to any community in the City.