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February 26, 2009

The Honorable Antonio Villaraigosa
The Honorable Rockard J. Delgadillo
The Honorable Members of the City Council

A year ago this month I released the City's first comprehensive strategy for fighting gang violence. Today, as I promised then, I present a follow-up audit for you and the people of Los Angeles to show exactly where we stand a year later.

One of the central findings of the original report was that millions of dollars targeted for gang prevention and intervention efforts were scattered around the City without a focused and coordinated strategy. To create a single point of accountability, my blueprint called for a centralized, empowered entity--directly under the Mayor-- to oversee these dollars.

In a fairly short timeline some significant steps and progress have been made. What we were able to see is that the Mayor's Office has created a solid but preliminary framework. The house has yet to be built.

With the support of the City Council, the Mayor has taken control of a large piece of this complex puzzle. However, a majority of these dollars are still strewn throughout City departments especially the Community Development Department. Both the Advancement Project and my report spoke about the need for integration and seamless services not only for targeted youth but for their families and neighborhoods. By not combining general youth development and anti-gang services under one agency, there remains a risk that the City will continue to have disjointed programs resulting in duplicated services and an inefficient process. The follow-up audit also found that there is no strategic plan or vision which could result in an ineffective use of resources over the long-term.

Last year's report also identified the need for greater coordination between the City, County, School District and other area agencies in tackling the gang problem. Efforts to

collaborate have started but still fall woefully short of where they need to be. Gang problems and other challenges facing our young people today are not isolated with the City. The Mayor's Office of Gang Reduction and Youth Development must take the responsibility of a strong leadership role to meaningful and enduring collaborations.

One of the key problems previously found was the lack of evaluation and performance measurement of anti-gang services. Asking and answering the question "How are we doing?" is an essential step in ensuring a strategy is effective. These specific performance objectives and the entire evaluation piece should have been worked out at the front end before new contracts were awarded to gang service providers. The Mayor's Office is still in the early stages of contracting with an outside evaluator and there are also no plans to evaluate the programs not housed in the Office.

During the last two decades there have been countless studies, reports, consultants, ad-hoc committees, ballot initiatives, and hundreds of millions of dollars spent to stem the gang crisis. It will take continued leadership and vigilance to see that the gang reduction blueprint and follow-up audit are implemented fully and effectively. Millions of grandparents, parents and young people are counting on us to deliver.

Sincerely,

A handwritten signature in black ink that reads "Laura N. Chick". The signature is written in a cursive, flowing style.

LAURA N. CHICK
City Controller



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February 26, 2009

Jeff Carr
Director of Gang Reduction and Youth Development
Office of the Mayor
200 N. Main Street
Room 1800, City Hall East
Los Angeles, CA 90012

Dear Mr. Carr:

Enclosed is a report entitled "Follow-up Audit of the Blueprint for a Comprehensive Citywide Anti-Gang Strategy." A draft of this report was provided to your office on February 12, 2009. Comments provided by your Department at the meeting held on February 18, 2009 were evaluated and considered prior to finalizing the report.

Please review the final audit report and advise the Controller's Office by March 31, 2009 of the actions you will take to fully implement the outstanding recommendations. If you have any questions or comments, please contact me at (213) 978-7392.

Sincerely,

A handwritten signature in black ink, appearing to read "Farid Saffar", written over a white background.

FARID SAFFAR, CPA
Director of Auditing

Enclosure

Reverend Jeff Carr
February 26, 2009
Page 2

cc: Robin Kramer, Chief of Staff, Office of the Mayor
Jimmy Blackman, Deputy Chief of Staff, Office of the Mayor
Helmi Hisserich, Deputy Mayor, Housing and Economic Development
Raymond P. Ciranna, Interim City Administrative Officer
Karen E. Kalfayan, Interim City Clerk
Gerry F. Miller, Chief Legislative Analyst
Independent City Auditors



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February 26, 2009

Richard L. Benbow
General Manager
Community Development Department
1200 West 7th Street, 6th Floor
Los Angeles, CA 90017

Dear Mr. Benbow

Enclosed is a report entitled "Follow-up Audit of the Blueprint for a Comprehensive Citywide Anti-Gang Strategy." A draft of this report was provided to your office on February 12, 2009. Comments provided by your Department on Friday, February 20, 2009 were evaluated and considered prior to finalizing the report.

Please review the final audit report and advise the Controller's Office by March 31, 2009 of the actions you will take to fully implement the outstanding recommendations. If you have any questions or comments, please contact me at (213) 978-7392.

Sincerely,

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FARID SAFFAR, CPA
Director of Auditing

Enclosure

Mr. Richard L. Benbow
February 26, 2009
Page 2

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**City of Los Angeles
Office of the Controller**

**Follow-up Audit on the Blueprint for a
Comprehensive Citywide Anti-Gang
Strategy**

February 26, 2009

**Laura N. Chick
City Controller**

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FOLLOW-UP AUDIT OF THE BLUEPRINT FOR A COMPREHENSIVE CITYWIDE ANTI-GANG STRATEGY

EXECUTIVE SUMMARY

Over the last 25 years, the City of Los Angeles has made several attempts to address gang violence. Early efforts included joint programs with the County of Los Angeles and establishing an ad hoc City Council Committee focused on gang violence and youth development. Various City departments established programs to address gang violence and the social issues that are generally believed to lead to gang membership, such as a lack of jobs, housing, interest in school, etc. However, some of these programs, e.g., L.A. Bridges I & II that targeted youth at risk of joining gangs or sought to alleviate tensions when incidents of gang violence occurred, did not have sufficient outcome measures to prove their success.

In 2005, the City Council and the Ad Hoc Committee on Gang Violence and Youth Development engaged The Advancement Project to develop a comprehensive citywide gang reduction strategy. The three-phase study identified the City's efforts to reduce gang violence and to address the underlying causes of gang violence. The Advancement Project's January 2007 report recommended significant changes and recommended practices for an effective anti-gang strategy.

To provide the City with a "roadmap" to implement The Advancement Project's large-scale reforms, the Mayor and City Council requested the Controller's Office to conduct an independent evaluation of the City's social service and gang prevention delivery systems. The "Blueprint for a Comprehensive Citywide Anti-gang Strategy" was issued in February 2008. The primary recommendations in the Blueprint were to:

- Create a single office to coordinate City-wide anti-gang services;
- Build upon and develop regional partnerships with LAUSD, LA County and other local governments;
- Conduct community-based and department-wide needs assessments;
- Redirect funds to the gang reduction strategy;
- Reinvent youth and family services; and
- Establish rigorous performance measures and conduct evaluations of both City and contracted programs.

The Blueprint presented a long-term strategy that called for a significant departure from previous anti-gang efforts. Recognizing that resources and funding are limited, the City's gang-reduction efforts could only be successful by collaborating with the Los Angeles Unified School District (LAUSD) and the County of Los Angeles (County) to leverage resources, minimize any duplication of services, and work together on a unified strategy.

Many of the recommendations are long-term solutions that will require time and commitment from entities outside of the City's authority. One recommendation in particular requested the Controller to conduct periodic follow-up audits. This is our first follow-up audit, which covered City activities through February 2009 and assessed the actions taken, and plans in place to address the recommendations in the Blueprint. This report presents our assessment of the status of each recommendation, and identifies concerns with any delayed corrective actions or alternative solutions proposed, so that the City's policy makers are informed and can determine the appropriate next steps. We utilized the services of Leap Consulting Group, LLC as a subject matter expert.

SUMMARY

The Mayor's Office hired a Director and established the Office of Gang Reduction and Youth Development (GRYD) to be the "unified voice" of the City for gang reduction efforts. The GRYD Office became operational in July 2008. Considering the magnitude of work involved to implement a new strategy, which goes beyond City boundaries and services, the GRYD Office has made considerable progress implementing the new anti-gang strategy. We have determined that most of the Blueprint recommendations are in progress of being implemented. Attachment A of this report presents a detailed assessment of each recommendation.

The GRYD Office has primarily focused on directing specific anti-gang efforts and coordinating with City departments, and in this regard will not administer general youth or family development programs. Current plans will keep youth and family development programs and the related \$19 million under the management of the Community Development Department (CDD), where a redesign of these programs is planned. Since this is a significant departure from the Blueprint's recommendations, which called for a single point of accountability for all youth and anti-gang programs, there remains a risk for disparate programs. GRYD and CDD's efforts must be well coordinated to ensure improved delivery of services throughout the City to youth and families in general, and to at-risk youth and communities in particular.

In addition, efforts to collaborate with LAUSD and the County have started but are far from the Blueprint's vision of a regionalized, comprehensive gang reduction and youth development strategy with all the necessary linkages.

GRYD needs to build on what has been initially established to ensure there is a strong structural framework from which the City's strategy can be monitored and further refined. For example, a GRYD Cabinet, comprised of key City and regional managers was established to provide a forum for collaboration and coordination. However, the Cabinet needs to operate more as a policy-making body rather than a direct working group responsible for executing planned programs.

Overall, the significant work that has been initiated must continue with focus and commitment to a unified regional strategy. Planned actions must be put into operation and adjusted if necessary, to ensure the ultimate success of the City's anti-gang efforts. In addition, the areas of concern identified in our report due to the City's deviations from the Blueprint recommendations must be addressed. These include the following:

The GRYD Cabinet has not established itself as a policymaking body nor formally defined the roles and responsibilities expected of each participating entity.

The GRYD Cabinet was established to help foster coordination and collaboration with the many City agencies that have an interest or focus on anti-gang services. The County's Chief Executive Office and LAUSD are represented on the Cabinet. The Cabinet is a good start for opening up the lines of communication within and outside of the City's organization. However, the Cabinet's initial work has focused on direct programs, rather than what is needed from a policymaking body.

The Cabinet lacks a strategic plan and formal delineation of roles and responsibilities. Without a long-term vision and commitment from key players, there is a risk that a sufficient institutional structure will not exist to support the anti-gang strategy into the future. By not formally establishing its roles and responsibilities, there is less accountability on the part of Cabinet members and potentially, less commitment by participating entities. The Cabinet could also oversee general youth development services to help assure collaboration on the broader basis for all of youth and family development services, as envisioned by the Blueprint.

Attempts to coordinate with LAUSD and the County have started but without a concerted effort to establish formal working relationships, the City faces a significant challenge in making its priorities LAUSD's and the County's priorities.

The GRYD Cabinet is an example of the City's efforts to include LAUSD and the County in its anti-gang strategy. However, the GRYD Office has made a deliberate decision to focus first on improving coordination and collaboration with

other City departments before undertaking the bigger challenge of coordinating with entities that are external to City government.

If inroads cannot be established with the City's regional partners in the near future, Los Angeles will continue to respond to the gang reduction strategy in an isolated manner, and risks having programs that are less effective or duplicative of those provided elsewhere.

The GRYD Office has no set timeframe for conducting future needs assessments and has not adequately addressed the requirement for on-going community needs assessments or department-level needs assessments.

The GRYD Office contracted for an initial community needs assessment for the 12 GRYD zones that was completed in phases, with the majority done in 2007. As of our review, GRYD management had not yet determined when future needs assessments will be conducted. The characteristics and needs of a community evolve as the population or other factors change. Resources are at risk of being wasted if the ways in which services are provided or the types of services provided are not aligned to the needs of the community.

One way to mitigate the risk of programs not reflecting current community situations is through the Blueprint's recommended Interdisciplinary Community Assessment Teams (ICATs). The GRYD Office developed the Local Advisory Committee as an alternative community-level, multi-agency team to meet the intent of the ICATs. In most respects, the Local Advisory Committee is a reasonable alternative; however, there is currently no provision for an assessment team member. Without this expertise, the GRYD Office will lack the ability to assess the community's needs on an on-going basis, and adjust programs and approaches accordingly.

The GRYD Office has received inventories of anti-gang services currently provided by City departments which should be used to coordinate and leverage limited resources. However, while GRYD management understands the benefits of department-level needs assessments, there is no plan to require departments to develop and submit needs assessments or department strategic plans related to their anti-gang programs. By not having a complete understanding of citywide needs (beyond the GRYD zones) and the resources available, there is a risk that unidentified target populations and service gaps could remain.

Youth and family development programs and the related \$19 million in funding were not transitioned to the GRYD Office.

The Blueprint recommended \$19 million from three CDD programs; Neighborhood Action Programs (NAP), Specially Targeted Programs (STP) and the Neighborhood Development Program (NDP), be re-directed toward focused,

high-priority outcomes that correspond to the City's top priorities - of which gang reduction is one. Yet the GRYD Office made a deliberate decision to focus on specific gang reduction efforts through targeted prevention and intervention programs. The City did not transition the identified programs and funding from CDD to GRYD. Instead, CDD has proposed to redesign its Human Services Delivery System to mitigate the issues noted in the Blueprint. As of our review, the redesign proposal was still in draft and being discussed with City Council. GRYD management indicated that the CDD redesign would be assessed in three years to determine if it is appropriate to keep the redesigned youth and family programs within CDD.

It is understandable that absorbing all youth development programs by a relatively new GRYD Office would be a significant undertaking. However, the Blueprint proposed the consolidation of anti-gang and youth development services as a means to ensure a Citywide coordinated approach to provide the City's youth and their families with a continuum of seamless care. Unless the GRYD Office develops specific plans and procedures to achieve a coordinated approach, the City will still lack a comprehensive strategy that aligns anti-gang services with general youth and family development programs, and cannot be assured that limited resources are being leveraged to the maximum extent possible.

The GRYD Office's plans for the program evaluation of anti-gang services will not include other City department evaluations, and there are risks that the data collected by service providers may not be reliable or the most appropriate for future evaluation efforts.

The GRYD Office will contract with one firm to develop and conduct the evaluation of the prevention and intervention programs, under the oversight of an internal manager. As of our fieldwork completion, GRYD was still in the contract selection process for the evaluator. Therefore, we cannot comment on whether the proposed evaluation methodology is sound and appropriate.

As previously noted, one of the major themes of the Blueprint was to establish a well coordinated approach to anti-gang services. Program evaluation is a necessary step to ensure a strategy is effective and achieving success. However, the GRYD Office has no plan to evaluate other City departments' anti-gang programs. Without a comprehensive evaluation of all coordinated efforts, GRYD cannot be assured as to the effectiveness of the City's strategy towards solving the problem of gangs.

Programs funded through the GRYD Office will utilize the Integrated Services Information System (ISIS), which was developed by CDD, to capture and report GRYD client data. Prior audits have identified data integrity issues because service providers were not held to standardized protocols to input client data, thereby ensuring data accuracy and consistency. If GRYD does not ensure anti-

gang service providers follow standardized data entry procedures, there is a risk that the data collected will be unreliable.

Lastly, due to the timing of selecting new prevention and intervention service providers, client data will be collected and submitted by contractors for several months before the program evaluator is formally on board, and has defined the specific data needs for an effective evaluation process. As a result, the data collected until that time, may not meet the specific needs of the program evaluator.

REVIEW OF REPORT

On February 12, 2009, a draft report was provided to the GRYD Office and CDD. We held an exit conference with GRYD management on February 18, 2009. GRYD generally agreed with the findings and observations. GRYD's and CDD's comments were considered before finalizing the report.

INTRODUCTION AND BACKGROUND

Since the 1980s, the City of Los Angeles has made several attempts to address gang violence. For example, the City and County of Los Angeles jointly established the Youth Gang Services Program in 1982. In 1996, the City Council created the Ad Hoc Committee on Gangs and Juvenile Justice, now known as the Ad Hoc Committee on Gang Violence and Youth Development (Committee). That same year, the Committee called for the establishment of a juvenile justice program, which resulted in the development of the L.A. Bridges I & II Programs administered by the Community Development Department (CDD). The L.A. Bridges I Program served middle-school aged youth with the intent to prevent gang membership through three goals: actualize student achievement; strengthen family foundations; and promote community action. The L.A. Bridges II Program focused on gang intervention services including: providing gang-related crisis intervention services; building and maintaining peace initiatives within the community; preserving harmony among gang members formerly engaged in conflict, and disseminate accurate information regarding gang activities to prevent gang violence stemming from misinformation.

In 2005, the City Council and the Committee engaged an outside consultant, The Advancement Project, to develop a comprehensive citywide gang reduction strategy. The three-phase study identified the City's efforts to reduce gang violence and the underlying causes of failing to stem gang violence. The Advancement Project's January 2007 report recommended significant changes that were needed and recommended practices for an effective anti-gang strategy.

On February 14, 2008, the Controller's Office issued a report that examined the City's social services and gang prevention programs and provided a Blueprint to develop a new comprehensive citywide anti-gang strategy. The primary recommendations of the Blueprint were to:

- Create a single office to coordinate City-wide anti-gang services;
- Build upon and develop regional partnerships with LAUSD, LA County and other local governments;
- Conduct community-based and department-wide needs assessments;
- Redirect funds to the gang reduction strategy;
- Reinvent youth and family services; and
- Establish rigorous performance measures and conduct evaluations of both City and contracted programs.

Progress Toward Implementation

Both the Advancement Project report and the Controller's Blueprint emphasized the need to change the City's existing programs into a strategy that was community-based and coordinated with multiple jurisdictions, and to establish specific programs that have outcome-based performance measures and are held accountable for their success.

The City has taken critical initial steps toward establishing the organizational structure and processes to help ensure the anti-gang strategy will meet these goals. In August 2007, the Mayor appointed a Director of Gang Reduction and Youth Development (GRYD) within the Office of the Mayor. The GRYD Office outlined its vision and approach to addressing the City's gang problems, which incorporates some of the key recommendations included in the Blueprint.

The new approach to gang reduction strategy focuses efforts in 12 geographic areas within the City, called GRYD zones. These areas are most affected by gangs, as indicated by community statistical data, such as incidence rates of gang-related crime, probation, school truancy, and household income and educational level. In order to ensure areas outside of the GRYD zones that are affected by gangs also receive needed services, up to eight additional "non-GRYD" zones will also receive funding for prevention and intervention services. Community based organizations in these areas will be responsible for demonstrating need in their respective community, by providing the relevant demographics in their proposal. Each of the 12 GRYD zones, and up to eight of the "non-GRYD" zones will have two consortiums composed of community-based organizations; one will provide prevention services and the other will provide intervention and reentry services.

The City Council authorized the consolidation of prevention, intervention and reentry anti-gang violence programs and services into the GRYD office in April 2008. Initial funding provided by the FY 2008-09 budget was \$24 million, which included grants and the transfer of Bridges I & II program funding from CDD.

The Blueprint presented a long-term strategy and called for significant departure from previous anti-gang efforts. Considering the magnitude of work involved to implement a new strategy that goes beyond just City boundaries and services, the GRYD Office has made considerable progress during its first year. However, the work that has been started must continue and planned actions must be put into operation to ensure the ultimate success of the City's anti-gang efforts. In addition, any risks identified from deviations from the Blueprint recommendations must be mitigated to avoid failure.

Scope, Objective and Methodology

In accordance with the Blueprint's recommendation, the objective of this follow-up audit was to determine and report on implementation status of each of the recommendations contained in the Blueprint. For those that will take longer than

six months to implement, or if an alternative approach was taken by the GRYD office, we examined whether the proposed plans appear to meet the intent of the initial recommendation. Our audit was performed in accordance with Generally Accepted Government Auditing Standards and covered the period July 2008 through February 2009. Fieldwork was conducted from October 2008 to February 4, 2009.

Our review included interviews with key personnel from the GRYD Office, CDD, LAPD and other stakeholders, and an extensive review of documentation supporting the efforts of GRYD and others in implementing the anti-gang strategy. Auditors also relied on Leap Consulting Group, LLC to provide subject matter expertise.

Each of the following report sections discusses the key issues presented by the Blueprint, our current assessment of the City's actions taken or planned in response to those issues, and the concerns we have identified that could impair the success of the City's anti-gang efforts. Our detailed assessment of the status of each recommendation is noted in Attachment A.

We appreciate the cooperation and assistance extended to us by GRYD office staff and management, Community Development Department management, and the GRYD Cabinet members during this audit.

SECTION I: CREATE A SINGLE OFFICE TO COORDINATE ANTI-GANG SERVICES

The Blueprint and previous studies of the City's anti-gang efforts identified numerous departments operating anti-gang and youth development programs without the benefit of a Citywide coordinated, strategic approach. Because the City's anti-gang programs were widely dispersed through multiple broader programs and departments, they generally operated as "silos", with little assurance that the City's limited resources were leveraged to their full extent, maximizing their impact to the community. City-funded programs included youth, family development and social service programs, gang intervention and suppression efforts, job training and placement, and recreational programs. Without defined leadership to both direct and be accountable for gang reduction efforts, the City lacked a structure to ensure that programs met identified community needs and expected outcomes.

To facilitate implementation and coordination of the City's anti-gang strategy, the Blueprint recommended a new "Anti-gang Office" within the Mayor's Office. Under this structure, all of the City's youth development and anti-gang efforts would be centralized within one organization, led by a director who would possess the authority and responsibility to coordinate efforts, and be held accountable for results. This "single voice" was intended to provide collaborative leadership of the City's efforts with entities at the regional level, by coordinating with other jurisdictional agencies who share common goals regarding the at-risk youth population, such as LAUSD and the County of Los Angeles.

With the exception of consolidating all youth development programs under its direct management, the GRYD Office has partially implemented or is in progress of implementing almost all recommendations within Section I of the Blueprint. This section discusses the efforts by GRYD to address key recommendations related to:

- Consolidating anti-gang and youth development efforts;
- Coordinating anti-gang efforts;
- Ensuring no unnecessary duplication of services; and
- Improving the delivery of gang reduction programs.

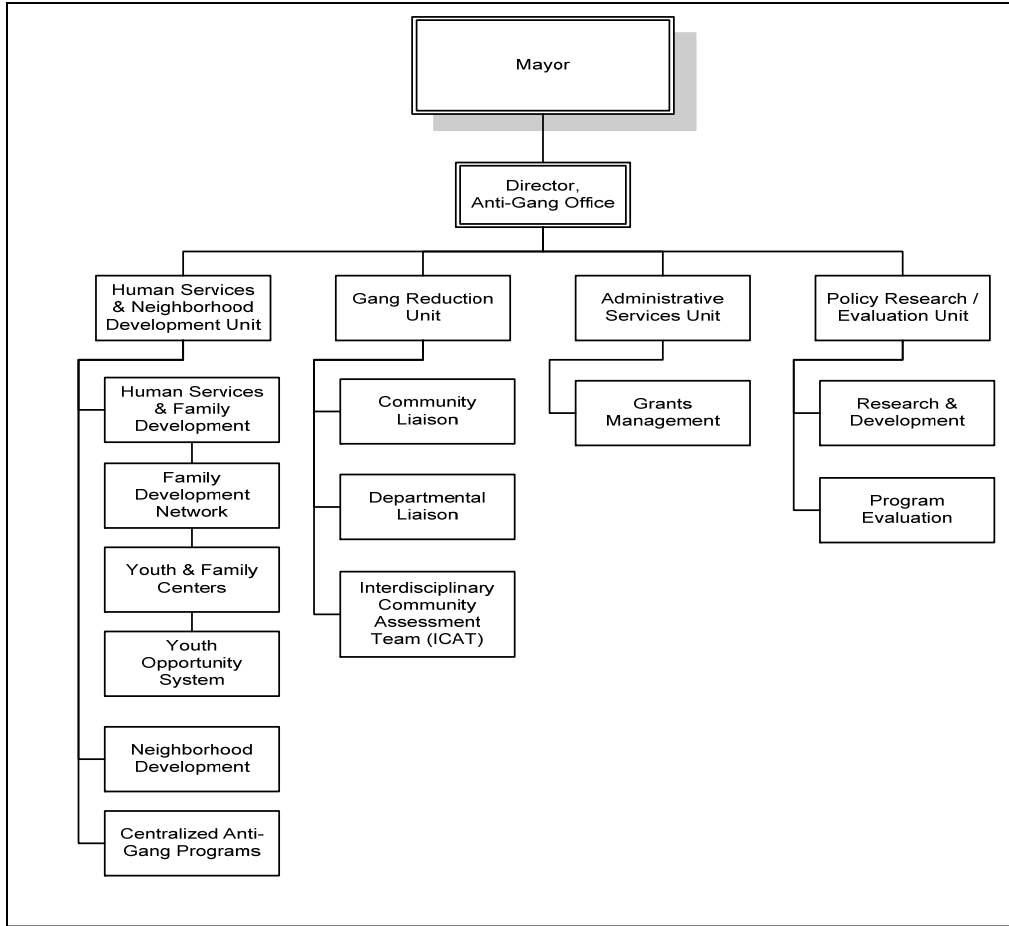
Office of Gang Reduction and Youth Development

The Mayor addressed the report's overarching recommendation for a "single voice", in part, by appointing a Director and creating the Office of Gang Reduction and Youth Development (GRYD). Under the current design, however, the GRYD Office will administer programs that are geared to youth at the highest risk for joining gangs, as well as targeted intervention programs and coordination of other anti-gang programs. CDD will continue to administer general youth and family development programs. Exhibit A illustrates the Blueprint's proposed anti-

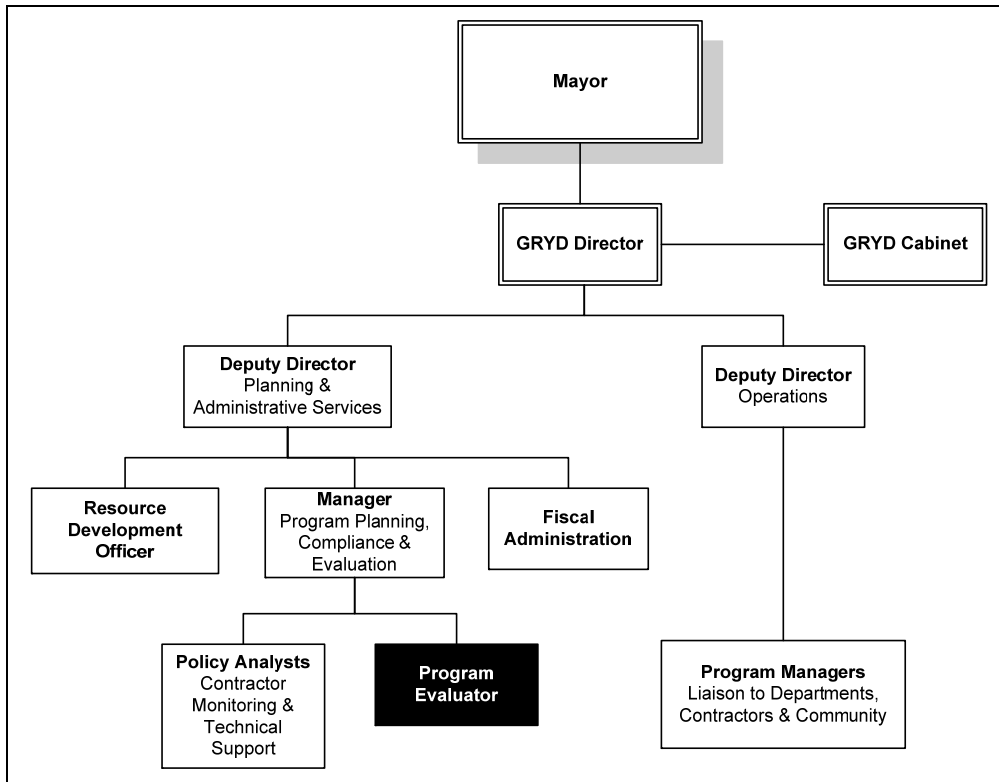
gang office organizational structure and the adopted current Gang Reduction and Youth Development Office organizational structure.

EXHIBIT A

BLUEPRINT PROPOSED ANTI-GANG OFFICE STRUCTURE



ADOPTED GANG REDUCTION AND YOUTH DEVELOPMENT OFFICE STRUCTURE



The primary differences between the two is the Human Services and Neighborhood Development programs will remain at the Community Development Department, and the Evaluation Unit will be contracted out to a professional organization, working under the guidance of a GRYD manager. With appropriate coordination and oversight, these alternatives can also be successful. The GRYD structure provides for a clear delineation of administrative and operational functions, which is appropriate. While the Program Managers will focus on operations and act as liaisons with the Community-based organizations within their assigned GRYD zones; the Policy Analysts under the Administrative Services Division will be responsible for contract monitoring and for providing technical assistance to specific GRYD-funded providers.

While GRYD will focus on establishing the framework for providing improved anti-gang services and accountability for service outcomes, CDD has developed plans to redesign their current Human Services Delivery System (HSDS) including all specific youth and family services programs, to address the concerns noted in the Blueprint.

By not combining general youth development and anti-gang services under one agency, there remains a risk that the City will continue to have disjointed programs resulting in duplicated services, inefficient processes and ineffective resource utilization. GRYD and CDD indicated that they plan to formalize a referral process to ensure that individuals who are screened for anti-gang services but do not meet the eligibility criteria for the highest “at-risk” youth for GRYD programs, will be formally referred to CDD for general youth development services. In addition, operational issues can be addressed through CDD’s commitment and participation on the GRYD Cabinet. It is imperative that GRYD ensure the coordination and collaboration of all youth services programs. Our concerns are discussed in more detail in Sections IV and V (combined) of this report.

Prior CDD programs that were directly related to anti-gang efforts, LA Bridges I & II, have been transferred to GRYD. GRYD extended Bridges I contracts through December 31, 2008 and Bridges II contracts through March 31, 2009 to facilitate the transition and ensure services were not interrupted. At the time of our review, GRYD had executed new contracts for prevention services and was in the process of selecting intervention service contractors, for each of the 12 GRYD zones.

GRYD as the City’s Anti-Gang Leader

Generally, and based on interviews with GRYD Cabinet members, the GRYD Office is recognized as the City’s lead agency for anti-gang efforts. Although being organized within the Mayor’s Office has certainly elevated the stature of this important work, it should be reiterated that GRYD is responsible for all facets of anti-gang efforts. For example, the Council’s Ad Hoc Committee on Gang Violence and Youth Development requested that LAPD report on their efforts to coordinate, collaborate and communicate with gang intervention workers. While LAPD acknowledged working with GRYD to provide the Committee’s report,

GRYD is not referred to in the report, or in the Committee's motion to Council as the responsible lead agency for gang intervention services. To meet the intent of the Blueprint, GRYD should be seen as being responsible for gang intervention services, and ensuring there is appropriate collaboration between LAPD, LAUSD and the gang intervention service providers. Therefore, it is critical that GRYD's role is recognized and accepted by the City's leaders.

Coordinating Anti-Gang Efforts through the GRYD Cabinet

GRYD's Director leads the City's anti-gang efforts by working with other City departments and regional entities. However, GRYD's efforts are limited to anti-gang services for youth at risk of joining a gang and, at this time; do not include general youth development. According to GRYD, their approach has been to collaborate first with other City departments, such as Recreation and Parks and LAPD, and then begin to reach out to regional partners such as LAUSD and the County of Los Angeles, through the GRYD Cabinet.

An integral task of the GRYD Office was to lead an inter-departmental steering committee to develop a plan outlining specifically how each partner will leverage their efforts in implementing a unified anti-gang strategy. The GRYD Cabinet was formally established in Spring 2008 and includes representatives of all relevant City departments with an interest or focus on anti-gang services. Members include: Recreation and Parks (RAP), Cultural Affairs, Housing Authority of the City of Los Angeles (HACLA), LAPD, Human Relations Commission (HRC), Commission for Children Youth and Families (CCYF), Board of Public Works, Community Development Department (CDD), and City Attorney. In addition, the GRYD Cabinet includes representatives from the LA County CEO and LAUSD.

The Cabinet held its first monthly meeting in May 2008 and has so far collected an inventory of services and programs each member department administers. All members except LAUSD provided an inventory. Although, it is unclear how the information will be used, it should enable GRYD to determine what services are being provided on a Citywide basis, to facilitate collaboration and identify service gaps. Recent meetings have focused on pilot programs or opportunities for collaboration in two of the twelve GRYD zones.

Per GRYD, initial success through inter-departmental collaboration was demonstrated with the Summer Night Lights (SNL) program. The GRYD Office collaborated with RAP, LAPD, Cultural Affairs and non-profit and public entities to keep City parks in areas with high gang activity open until midnight, and provided recreational and cultural programs to youth. SNL was a program that served the general "at-risk" youth population and not just those at the highest risk of joining a gang.

In addition, the GRYD Office and the Workforce Development Division at the CDD finalized an MOU which requires CDD to set aside 10% or 500 slots in their Work Source Centers and One Source Centers for GRYD clients to obtain

employment assistance. Although still in its early stages, this is an initial step in establishing well-coordinated efforts with CDD.

The Cabinet is a good start at Citywide collaboration of anti-gang services. However, there are some areas related to how the Cabinet functions that must be addressed to ensure that GRYD has met the intent of the Blueprint's recommendations. These are outlined below:

- **Lack of a Strategic Plan**

The GRYD Cabinet has not established a strategic plan or specific goals. The Cabinet, as a high-level steering committee with representation from all key players in the anti-gang strategy, should act as a policymaking body and establish the framework for ensuring the collaboration of City departments towards a unified effort. Currently, the Cabinet's work has been more at the "ground level", coordinating specific pilot programs in the Watts/Southeast and Ramona Gardens/Hollenbeck GRYD zones. It is commendable that the Cabinet has "hit the ground running" to demonstrate improved collaboration and desires to act quickly to produce results. However, without planning for a long-range vision, there is a risk that the institutional structure will not exist to provide the strategic direction necessary to ensure the effective use of resources over the long term. The Cabinet should function as a policymaking and strategic planning body for programs that can then be carried out and achieved by the appropriate program personnel within the affected agencies. The Cabinet should direct action consistent with a well-developed and overarching plan that has been ratified through consensus by all members. Specific collaborative program activities and related functions by GRYD and other City departmental staff will then follow, based on the vision and policy direction as set forth by the Cabinet.

The GRYD Cabinet could also become the common governing body for both anti-gang and youth development programs and services. Since CDD will retain youth development services, an expanded role of the GRYD Cabinet to oversee general youth development strategy and program policy will help assure a long-term, effective collaboration between agencies that provide complementary services to a common target population.

- **Lack of Formal Roles and Responsibilities**

A consequence of not having a strategic plan is that the roles and responsibilities have not been formally established to ensure commitment and accountability of all participating entities on the Cabinet. A few GRYD Cabinet members expressed concern regarding the lack of accountability and clearly established roles. One member explained that all Cabinet members may be asked to report back on various issues and while some departments are diligent in their efforts to comply, others do not perform as expected and there is no consequence. Not establishing clear expectations and ensuring the same level of commitment can detract from the sense of urgency and

slow the group's progress. In addition, by redefining the role of the Cabinet as a policy-setting body, and delegating action items to functional working groups comprised of appropriate program personnel, the work of the Cabinet would be better defined and more effective, overall.

Cabinet members also commented that when a decision is made at a meeting, it is not clear who will follow-up or take future action. GRYD staff has indicated that they plan to develop a tool that will allow them to track action items, but a planned implementation date was not provided. Establishing formal roles and responsibilities of the member departments and agencies will help foster collaboration at the City and regional levels.

Preventing Duplicated Services and Improving Service Delivery

The Blueprint recognized that some youth-focused programs will remain in a number of different agencies and would not be consolidated with the proposed dedicated anti-gang and youth development organization. This requires the new "Anti-Gang Office" to be responsible for identifying and leveraging existing resources and programs to avoid duplication and resolve service gaps.

The GRYD Office has made some progress in identifying ways to ensure a seamless continuum of services and mitigate redundancy by utilizing a Multi-Disciplinary Team (MDT) in each of the GRYD zones and utilizing CDD's client Integrated Services Information System (ISIS¹) to track services and outcomes for program participants.

The Multi-Disciplinary Team, which appears to meet the intent of a Blueprint recommendation regarding the development of a strong referral network, is being piloted in one GRYD zone. The team is composed of representatives from law enforcement, LAUSD, and service provider staff, and meets every three weeks to discuss the needs and progress of individual clients on a case-by-case basis. The team will ensure that clients receive proper case management, determine if additional services are needed, and if so, ensure an appropriate referral to another service provider. GRYD indicated that it plans to expand the MDT model to all GRYD zones.

- **Youth Services Eligibility Tool**

To identify the highest risk youth, in concert with the University of Southern California (USC), University of California Irvine (UCI), and other subject matter experts, the GRYD Office developed the Youth Services Eligibility Tool (YSET) to serve as an objective screening tool for service providers to identify youth at the highest risk of joining gangs. The YSET is composed of a series of scored questions, and potential clients must score above a pre-determined threshold in order to be eligible for prevention services. At the time of the audit, only the first group of prevention service providers has received YSET training and it is currently being administered to youth.

¹ We discuss the use of ISIS in greater detail in Section VI.

The YSET is a newly developed tool and should be monitored for effectiveness. GRYD must ensure that its use will result in the desired effect, i.e., identifying the most appropriate clients. Although contractors have submitted feedback and the tool has been revised, the GRYD Office currently does not have a formal process to receive contractor feedback for consideration in making adjustments to the YSET, or in its administration by provider agencies. GRYD management indicated that a procedure to address provider concerns is currently being drafted. GRYD should ensure that the procedure is finalized and disseminated to service providers soon, so that any needed modifications can be considered timely. GRYD also indicated that USC will be monitoring the data collection and analysis to help ensure it is an effective tool.

GRYD intends to refer youth who do not meet the eligibility criteria for the highest "at-risk" youth, to CDD for services. Further, both GRYD and CDD providers will use ISIS which notes unique client identifiers and tracks all activities. Use of the YSET referral process and ISIS should help ensure services are not duplicated for individual clients.

Also, the GRYD Cabinet has received an inventory of services currently provided by the member departments, which will help identify where City programs can be leveraged or service gaps exist. However, because there is an organizational delineation between anti-gang efforts and youth development, GRYD's efforts to leverage resources, avoid duplication and resolve service gaps, does not address the broader spectrum of youth development. GRYD management needs to determine how they can oversee not only anti-gang programs Citywide, but also general youth development programs, in order to truly address Citywide coordination. General youth development programs can also be considered prevention services. Without a well-thought out approach to address this fundamental issue, there is a risk that the City will continue to utilize its resources ineffectively and services will be lacking or duplicated. More importantly, the City will not have developed a comprehensive Citywide strategy that addresses anti-gang efforts in line with general youth and family development programs.

SECTION II: BUILD UPON AND DEVELOP REGIONAL PARTNERSHIPS WITH LAUSD, LA COUNTY, AND OTHER LOCAL GOVERNMENT AGENCIES

The Blueprint discussed the importance of the City collaborating with regional entities such as the County, LAUSD, LAPD and the numerous other local government agencies to ensure resources allocated to anti-gang efforts are efficiently leveraged, and at-risk youth receive comprehensive services. The report also recognized that historically, the vast structure of numerous entities and constituencies has made the entire region resistant to coordination.

While the GRYD office understands the importance of establishing successful relationships with these entities, they have made a deliberate decision to first focus on improving collaboration between City departments that provide anti-gang services. (See further discussion in Section I). However, if collaboration is not established with LAUSD and the County to address gang reduction efforts on a regional basis within the near future, the City risks acting in an isolated manner. The resulting programs will be much less effective than what was envisioned by the Blueprint. Therefore, the City must prioritize developing a plan that will aid the GRYD Office in cultivating and formalizing these important partnerships.

The GRYD Office has taken some steps to work with LAUSD and the County since these two entities provide extensive services to the City's target youth population for an anti-gang strategy, but without an overarching authority, it is a significant challenge to make the City's priorities LAUSD's and the County's priorities.

LAUSD

The Blueprint discussed the importance of City programs working with LAUSD to coordinate crisis intervention services, as it found that communication efforts had been lacking. For example, LAUSD administers crisis counseling and youth service teams (divisions that provide assistance to schools during crisis), but does not coordinate with City service providers. The Blueprint described previous instances in which the City's and LAUSD's teams were working at the same school, but worked independently and sometimes contradictorily, and resulted in duplicate services. It was recommended that a formal MOU should delineate the roles and responsibilities of each entity for this type of situation. Through the GRYD Cabinet, the City and LAUSD have an opportunity to work on specific areas of collaboration; however, a formal MOU is still not in place.

- **Violence Interruption Crisis Response (VICR) Protocol does not include LAUSD Police**

The GRYD Office worked with LAPD to develop a Violence Interruption Crisis Response (VICR) protocol for LAPD and gang intervention workers to follow when there is a specific gang incident in the community. The protocol defines roles and responsibilities of the LAPD and the gang intervention

workers. However, there is no similar protocol or plan with LAUSD to establish how intervention workers should coordinate their activities with school officials if a gang incident occurs at a school or involves a student.

City leaders must reach out to the school district and obtain a commitment towards full participation on the GRYD Cabinet and other working committees. A formal MOU between GRYD and LAUSD should be pursued to delineate the roles and responsibilities of City entities (e.g., LAPD and gang intervention workers) and LAUSD.

Los Angeles County

The County has also been working to develop its own Gang and Violence Reduction Strategy. A Steering Committee was established to develop recommendations and is comprised of representatives from the Sheriff's Department, County Office of Education, District Attorney, LAPD, LAUSD, County Police Chiefs Association, the Advancement Project and GRYD. It was an important step in the right direction for the City to have input on the County's plan, and to share information regarding City efforts, in order to prevent duplication and possibly leverage resources. The County Committee's efforts have resulted in four pilot projects for anti-gang services, similar to those developed by GRYD, three of which are directly adjacent to City GRYD zones.

This is a critical first step in establishing a collaborative relationship with the County, which directly provides important services that are needed by GRYD clients, such as mental health and juvenile justice camps. Consequently, continuing this collaboration is critical. Specifically, GRYD sees the County Probation Department as a key partner for reentry services. The GRYD Office is planning to work with the Probation Department to identify individuals with prior gang affiliation in the GRYD zones who will soon be released from jail, in order to provide services upon their reentry into the community, to prevent participation in gang-related activities. According to the GRYD Director, meetings with the Probation Department management are scheduled in the near future.

- **Formal commitments should be pursued**

Now that the County has developed its own anti-gang strategy, the timing is conducive to pursue regional collaborative efforts and a stronger partnership. Developing a strategic plan for the GRYD Cabinet and formally establishing roles and responsibilities for all Cabinet members, including key County agencies, will facilitate collaboration. The GRYD Office should work with the County to determine how each entity's strategic plan can be appropriately aligned and dovetail one another in order to maximize resources and outcomes. Formal MOUs with the County should be pursued to document specific agreements. For example, GRYD and the Probation Department could consider establishing a formal working relationship regarding reentry services to ensure individuals receive adequate services upon their release.

Other areas for regional coordination could also include workforce development, mental health services, housing, etc.

GRYD should also consider submitting formal reports to County leaders detailing specific actions proposed for anti-gang reduction projects, especially for programs that require the County's assistance. At a minimum, this would ensure the City does its part to facilitate communication with the County.

SECTION III: CONDUCT COMMUNITY-BASED AND DEPARTMENT-WIDE NEEDS ASSESSMENTS

The Blueprint noted that the success of an anti-gang program hinges upon developing a meaningful citywide strategy for identifying and delivering an optimal mix of coordinated services, which are based on the unique needs of diverse communities. The mix of anti-gang services includes targeted prevention, intervention, and reentry programs, as well as suppression efforts by law enforcement. The City should use a data-driven planning strategy to identify the right mix of services. A critical initial step is developing needs and resource assessments at both the community and City-department level. This is in contrast to what the Blueprint found the City had largely allowed, where contracted providers determined the need for their services, which encouraged a delivery system where supply dictated demand.

The GRYD Office has demonstrated a new approach by taking the following actions:

- Identified 12 Gang Reduction and Youth Development Zone (GRYD) communities for targeted programs, based upon demographic data (e.g., high gang crime activities, poverty levels, high school graduation rates, etc.);
- Conducted a formal community needs assessment in each GRYD zone ; and
- Utilized the needs assessments to develop requests for proposals for prevention and intervention services, and to assist in the contract selection process.

The GRYD Office has taken critical steps in a data-driven approach to providing anti-gang services, and has partially implemented or is in the process of implementing the recommendations contained in this section, with a few exceptions as discussed below.

Community Needs Assessments

In 2008, the GYRD Office completed formal community needs assessments for all 12 GRYD zones. The GRYD Office contracted with three organizations to conduct the needs assessments, and employed a multi-prong methodology including: 1) socio-demographic and crime data profiles of each GRYD zone; 2) community surveys with local residents; 3) focus groups and interviews with parents, youth and agencies/entities that provide services in the GRYD zone. Standardized community surveys were made available in both English and Spanish, and focus group guidelines were used.

Under ideal conditions, one contractor would be used to conduct all of the needs assessments utilizing a uniform methodology. However, given the need for rapid feedback, multiple contractors were used. Our Subject Matter Expert review and analysis of the completed needs assessments concluded that although GRYD allotted a short time frame² and used multiple contractors, quality needs assessments were completed as a result of the consistency followed by the contractors in instrumentation, methodology, analysis and reporting.

- **Lack of Set Timetable for Future Needs Assessments**

The initial community needs assessments have addressed the immediate concerns of identifying how and what anti-gang services the City should provide in each GRYD zone. However, the characteristics and needs of a community are not static, and will require periodic reassessment to accurately reflect community evolution. GRYD management has not yet determined when future needs assessments will be conducted. As part of the City's anti-gang strategy, the GRYD Office should ensure that community needs assessments are conducted every three to five years.

Further, sufficient time should be allowed to conduct the needs assessments. If a short timeframe becomes necessary and multiple contractors are again required, the contractors should meet to understand what each is planning, and share their approaches and challenges. The contractors should present their plans to one another to endeavor to make their approaches comparable, even while retaining their unique working styles.

Interdisciplinary Community Assessment Teams (ICAT)

The Blueprint recommended the Anti-Gang Office establish Interdisciplinary Community Assessment Teams (ICATs) as a community-level multi-agency effort that would determine specific community needs, create community-specific strategic plans, make decisions related to services and programs, and establish the roles and responsibilities of each agency in delivering needed services. ICATs would help support coordinated efforts and collaboration within the City and at a regional level, since members should include key City and County members such as GRYD, RAP, LAPD, CDD, LAUSD, community leaders and other key stakeholders.

- **GRYD's alternative to ICATs lacks assessment team member**

The GRYD Office does not plan to create ICATs, but has modeled a Local Advisory Committee (LAC) to meet the intent of this recommendation. The LAC is being piloted in one GRYD zone and appears similar in structure to the recommended ICAT. However, our Subject Matter Expert stated that the LAC does not fully satisfy the intent of the ICAT regarding needs assessments. There does not appear to be a provision for an assessment team member. The ICAT concept was developed to ensure each community

² Two of three contractors noted a limitation of this study was the time constraint (2.5 months).

received on-going needs assessments that were methodical and comprehensive to ensure programs and services filled identified gaps.

GRYD plans to implement Local Advisory Committees in all GRYD zones. However, the Local Advisory Committees must be comprised of the key members suggested by the Blueprint's ICAT; otherwise, there is a risk that the City will not be able to adequately identify on an on-going basis changing community priorities related to gang issues.

While GRYD's alternative solution to use the LAC model represents a good start toward meeting the intent of the ICAT recommendation, GRYD must address the requirements for periodic, formal needs assessments and gap analysis as well as interim informal assessment. Also, GRYD must ensure the interdisciplinary nature of the LAC. Key City and regional stakeholders such as LAUSD and County Agencies, such as the County's Department of Children and Family Services, must become and remain active participants. Neglect of these critical elements of the ICAT model will result in a missed opportunity to develop informed delivery systems characterized by collaboration and leverage of City and regional resources. The GRYD Office must revisit these issues as noted in the Blueprint report.

To address the requirement for interim, informal needs assessments, GRYD management indicated that contracted program evaluation services may serve to identify community needs. It is critical to differentiate program evaluation from needs assessments. Evaluation looks at program process and outcome to determine if the program's actual results meet intended results. However, the results of periodic community needs assessments portray where community deficits and gaps in services exist. While the two are related, and knowledge of the community is required in both, these are separate research endeavors and must be regarded as two separate projects and deliverables. By design, the critical elements of the ICAT are to fulfill the need for ongoing needs assessments and coordination, separate from the program evaluation process and eliminate redundancy of services.

Department-wide Needs Assessments and Strategic Plans

The Blueprint identified a significant risk with the City's approach to conducting community needs assessments only in the Gang Reduction Zones and asserted that by addressing only "top priority" communities, the City neglected areas outside of the Zones. To address this risk, the Blueprint recommended that each City department providing youth development and gang reduction programs perform department-level needs assessments.

In addition, the departmental needs assessments should be used to help formulate departments' strategic plans, related to services provided to at-risk youth. Departmental-level needs assessments would help formalize an inventory of current resources and, along with community needs assessment and

departmental strategic plans, assist the Anti-Gang office with resource allocation and funding decisions for a citywide gang reduction strategy. These components support a comprehensive knowledge base to ensure alignment with the Citywide anti-gang strategy.

- **GRYD has no plans to require department-level needs assessments or strategic plans**

GRYD Cabinet members have provided inventories of anti-gang services they currently provide. This initiates the process to coordinate and leverage services and identify service gaps. However, while the GRYD Office acknowledges the merits of departmental needs assessments and may consider them as a long-term objective, there are no immediate plans to require Cabinet member departments to develop and submit needs assessments or departmental strategic plans.

Without a plan to ensure the City has a comprehensive understanding of citywide needs and available resources, there remains a risk that the gang reduction strategy adopted will not adequately address the gang problem. Target populations may be neglected and service gaps could remain. A successful citywide strategy requires thorough knowledge and informed coordination of community needs and citywide resources. Moreover, long-term success is directly dependent on the progressive development of citywide resources to match current and future needs. The GRYD Office must expand its leadership role by ensuring that department-level needs assessments are conducted, that departments develop strategic plans relative to serving at-risk youth, and this information is used in assessing the effectiveness of the gang reduction strategy.

SECTION IV: REDIRECT FUNDS TO THE GANG REDUCTION STRATEGY
SECTION V: REINVENT YOUTH AND FAMILY SERVICES

The Blueprint report acknowledged that critical anti-gang program components - targeted prevention, intervention, and reentry programs - are grossly underfunded and difficult decisions to redirect existing funds are necessary to concentrate resources where they are needed most. More specifically, the Blueprint stated “If youth development and gang reduction is to be a top City priority, existing resources will need to be redirected toward these core service areas” and “...some services – often valuable services, but not focused on gang reduction – may no longer receive City funding.” To provide immediate funding needed for the new gang reduction strategy, the Blueprint’s recommendations focused on two main objectives:

- Redirect \$19 million from youth and family service programs; and
- Reinvent youth and family services.

The Blueprint identified several underlying issues to support the redirection of funding from existing programs to core anti-gang services. Specifically,

- CDD allocated funds based on *sustaining* existing community-based organizations (CBOs) and not based on community needs for services;
- CDD’s programs (Neighborhood Action Program, Specially Targeted Program and Neighborhood Development Program) had no specific, long-term, strategic objectives to meet and actualize;
- Many provider contracts had not been competitively bid for six or more years; and
- Over 100 CBOs were funded through contracts that were extended indefinitely.

Consolidating and reprogramming all youth and family services as recommended by the Blueprint would result in streamlined programs and service contracts, eliminate duplicate efforts and improve performance-focused monitoring activities.

As discussed in Section I, anti-gang and youth development programs will not reside within one centralized office, as recommended by the Blueprint. The City has elected to have GRYD focus on gang reduction services for youth at the highest risk of joining gangs, while general youth and family development programs and the related funding of \$19 million will remain within CDD. However, CDD has proposed a comprehensive redesign of its Human Services Delivery

System that management believes addresses many of the issues noted in the Blueprint. The GRYD Office has reviewed CDD's plan and has indicated that the programs will be assessed by the Mayor's Office in three years to determine whether it is appropriate for CDD to retain the youth development programs, or whether complete consolidation of anti-gang and youth development programs should be pursued. CDD currently projects that the redesigned HSDS will be implemented in October 2009.

For this follow-up audit, we examined to what extent GRYD's actions related to anti-gang efforts, and CDD's actions related to the proposed redesign, meet the intent of the Blueprint's recommendations. As of our fieldwork completion, CDD's proposed redesign plan was still conceptual. According to CDD management, the redesign plan is being discussed with City Council members and is included in the draft 2009-2010 consolidated plan, the primary application for federal funds that support these programs. However, since this plan is proposed, rather than approved, at this time, we consider the related recommendations to be "not yet implemented."

The discussion of proposed actions is based on our review of draft documents and assertions made by CDD management; and therefore, may not reflect what is subsequently formally approved and implemented by the City. Subsequent follow-up audits will determine the adequacy of this alternative to consolidation of anti-gang and youth development programs.

CDD Proposed Redesign

CDD plans to replace the 73 Neighborhood Action Programs, 12 Family Development Networks, 13 Specially Targeted Initiatives and 7 City-managed Youth and Family Centers, with 14 Family Development Centers (FDCs) and 7 Family Development Center Portals (FDC Portals). The FDCs and FDC Portals will be located in the City's most impoverished areas. CDD has also clarified the vague program objective that was previously used by the Human Services Delivery System – "help families and individuals overcome the multiple barriers that prevent them from leaving poverty and becoming economically self-sufficient." Under the redesign, CDD intends to measure and evaluate program participants' achievement of two outcomes:

1. Increased Family Income – as measured by attainment of a job (via coordination with Work Source), access to Earned Income Tax Credit, Cash for College, Healthy Families assistance, and/or any other financial assistance that nets an increase in family income.
2. Increased Academic Achievement – as measured by the number of youth who stay in school, return to school and/or who show an increase in academic performance as reflected either by improved grades or improvement in reading or math skills against standardized tests.

CDD plans to reduce the number of contracts from the current 122 to 40, while still utilizing a consortium-based model for providing services. Formal monitoring of contractor performance, client outcomes and evaluation of the program as a whole is also planned.

Risks of Not Consolidating Anti-Gang and Youth Development Services

We understand that absorbing all youth development programs while the GRYD Office is still basically in its “infancy stage” as an operational entity would be very challenging. However, a key component supporting the Blueprint’s recommendation to consolidate anti-gang and youth development programs was to ensure a Citywide coordinated effort to provide comprehensive, seamless services to the City’s youth and families. Having a single, unified voice to oversee general youth and family development and anti-gang programs would help eliminate duplication of services, more readily identify gaps in service and ensure youth who may be “at risk”, but not highest risk of joining gangs, benefit from services that will minimize the risk of gang joining.

Some examples of planned coordination efforts have been documented or described by GRYD and CDD management. For example, a formal MOU has been executed to ensure that CDD sets aside slots in the Workforce Development Division for client referrals from GRYD providers. Also, GRYD and CDD have discussed how to ensure youth that do not meet the criteria for “at-risk” youth for anti-gang services but still require assistance will be referred to CDD youth development services.

However, what has not been formally documented is how GRYD intends to ensure that adequate coordination of services will take place while anti-gang and youth development programs are independently administered. Without a well-thought out approach to address this fundamental issue, there is a risk that the City will continue to utilize its resources ineffectively and services will be lacking or duplicated. More importantly, the City will not have developed a comprehensive Citywide strategy that addresses anti-gang efforts in line with general youth and family development programs.

The GRYD Office must implement specific plans and procedures to ensure that while youth and family development programs are administered by CDD there are processes for coordinated actions, to eliminate any duplicated services and address gaps in services.

Gang Intervention Agencies

Recommendations directed at gang intervention agencies to ensure: 1) appropriate supervision and oversight of the intervention workers and 2) background investigations are conducted of intervention workers, are in progress. The intervention services RFP developed by GRYD established requirements for the agencies to provide a supervisory position to oversee intervention workers and ensure the intervention workers attend the Community

Violence Intervention Academy. The Academy addresses an area of concern outlined in the Blueprint because previously, there was no standardized training or accountability for the intervention workers. Further, GRYD's contract language for prevention services also requires agencies to perform background investigations of their workers, and this same requirement will be included in the intervention contracts as they are executed.

To fully implement these recommendations, GRYD should ensure its contract monitoring policies and procedures specify how to confirm that the intervention agencies have provided adequate supervision of intervention workers and the intervention workers have received adequate training and passed a background investigation (background investigations are also required of prevention service contractors). GRYD should document and retain the results of its verification efforts.

SECTION VI: ESTABLISH RIGOROUS PERFORMANCE MEASURES AND CONDUCT EVALUATIONS OF CITY AND CONTRACTED PROGRAMS

Historically, the City has held service providers accountable strictly for contract requirements and there has been little focus on results or outcomes of the program, or on assessing ways to optimize service delivery. This is not conducive to program development and does not allow the City to provide a reasonable level of assurance that services are producing expected results or achieving success.

The Blueprint stressed the importance of evaluating the anti-gang services model by determining what is and is not working. A systematic evaluation is *critical* because the success of the program as well as future funding relies heavily on the results of the evaluation - which is why the City needs to ensure the evaluation is adequate and provides a reliable and independent assessment. The Blueprint recommended the creation of a research and evaluation unit within the new Anti-gang office. This would allow the City to develop internal expertise that could act as a citywide resource. Ideally, staff would train other City departments in identifying program objectives, outcomes and developing performance evaluation procedures for other programs.

GRYD Alternative to In-house Research and Evaluation Unit

The GRYD Office does not plan to create an in-house evaluation unit. Instead, anti-gang prevention and intervention services will be evaluated by a contracted outside consultant. The evaluation services will be overseen by GRYD's Planning, Compliance and Evaluation Manager. In addition to the program-wide evaluation, each GRYD contract provider is required to set aside 5% of its funding allocation for data collection, which will also facilitate GRYD's evaluation efforts. GRYD reports that the panel of subject matter experts who participated in the program evaluation RFP development and contract selection will remain as an ad hoc advisory body. These experts' advice, critique and/or suggested modification to the evaluation methodology will be a valuable addition to GRYD oversight of the evaluation process as it proceeds into the future.

A request for proposals for evaluation services for a one-year period was released in early November 2008 and six proposals were received. GRYD expects the evaluation contractor to be in place by April 2009. The scope of work was developed by a group of nationally recognized evaluation and gang Subject Matter Experts, who worked pro-bono for the GRYD office. Per GRYD staff, the RFP was widely distributed and posted on evaluator websites and in local newspapers to ensure qualified proposals were solicited. The maximum contract amount was set at \$900,000, and based on a sample of interviews with entities that submitted initial letters of intent appears sufficient and reasonable based on the desired statement of work.

The RFP included guidance regarding the type of data that should be collected, and various outcome measures and goal; however, a specific evaluation methodology was not prescribed. Rather, the RFP required the proposer to develop the methodology that will be used to evaluate all prevention and intervention services and programs in all GRYD zones. Since the contract for evaluator had not yet been awarded at the time of our review, we could not assess the evaluation methodology at this time. Other issues related to the evaluation process include the following:

- **No Plan for City Department Evaluations**

The GRYD Office has no plans for the program evaluator to assess other City departments' anti-gang programs. Without ensuring the effectiveness of all the City's programs directed to anti-gang efforts, the GRYD Office lacks an important component for a comprehensive, coordinated citywide strategy. The GRYD Office should develop a plan to require other City departments to conduct program evaluations and oversee the evaluation process on a citywide basis. The GRYD Office should consider whether its program evaluation should be expanded in the future to a citywide assessment.

- **Identified Risks with Data Collection**

GRYD management indicated the Information Technology Agency advised using the Integrated Services Information System (ISIS), developed by CDD, to capture client data for the new anti-gang programs. GRYD is working to modify the system to meet its data collection needs and will require the contract providers to use ISIS to collect and report GRYD client data.

We identified two risks with GRYD's plans for data collection. Prior Controller audits disclosed data integrity issues with ISIS due to a lack of standardized protocols for providers to input client data, and ensuring data accuracy and consistency. The GRYD Office recognizes this risk and plans to train the providers on standardized data collection processes. In addition, GRYD requires the service providers to set aside 5% of their contract amount for data collection efforts. The GRYD Office should work closely with the service providers to ensure data is entered correctly and consistently and since this data will be integral to evaluation efforts, take appropriate steps for any non-compliance.

We also noted that the service providers will be collecting and submitting data for several months prior to the implementation of the program evaluator. Since the specific evaluation methodology has not yet been formalized, there is a risk that the program evaluator may require different data than what had been captured. The GRYD Office should work with the selected program evaluator to determine the best solution to mitigate this potential risk. Further, the Office should expedite the process to modify ISIS and provide the training for service providers.

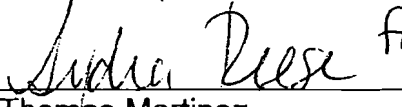
Also, for purposes of overall program evaluation, GRYD should ensure that the raw data collected by contracted service providers remains the property of the City, and is available for GRYD's program evaluator to consider in determining the impact and results of the overall anti-gang strategy.

- **Reassessing the Gang Reduction Zone Model**

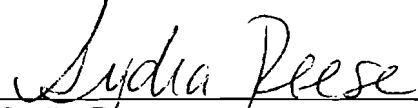
To ensure the gang reduction zone (GRYD) model continues to meet the City's needs, the Blueprint recommended that the model be periodically assessed and adjusted as necessary on an on-going basis. As weaknesses become known, City policy makers should be advised so that solutions can be determined. As of our review, new anti-gang service contracts have only recently been executed. Sufficient time is necessary to assess the results of the new model. GRYD management indicated that the contracted program evaluation services will determine if outcomes are meeting expectations, and these results will be shared with policymakers.

The results of the program evaluation should inform GRYD and policymakers as to how well the prevention and intervention services are meeting objectives, and may add insight into the effectiveness of the programs funded through GRYD. GRYD should also proactively reassess the zone model including the use of geographical areas to provide services, the appropriate ratio of prevention and intervention services, and the expected coordination among various City-funded and other regional anti-gang programs.

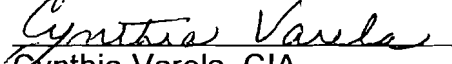
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ATTACHMENT A
STATUS OF RECOMMENDATIONS

Reco. #	Recommendation	Status	Auditor Assessment
Report Section I: Create a Single Office to Coordinate Anti-gang Services			
1	Create a new Anti-gang Office initially led by the Mayor's Office that would have responsibility to:	In Progress	The GRYD office is fully functioning and based on staffing plans, 22 positions have been filled and five staff positions remain vacant.
1a	Provide a single voice and centralized leadership in anti-gang efforts.	In Progress	The GRYD office has been established, but additional actions, such as GRYD's coordination of all City anti-gang and youth development programs are necessary for full implementation as noted in the following recommendations.
1b	Assume responsibility of all of the City's youth development and anti-gang programs, such as CDD's Human Services and Neighborhood Development programs, the proposed GRZs, GRP, Safe Havens/School Safety Plans, Parenting, and LA's Best programs.	Partially Implemented	The GRYD office has absorbed Bridges I & II anti-gang funding. Bridges I and II contracts provided gang prevention and intervention services and these programs were originally scheduled to end in June 2008 but were extended to avoid disruption of client services and allow time for the GRYD Office to initiate service contracts for the GRYD zones based on needs assessments. The Bridges I program ended in December 2008 and Bridges II programs will end in April 2009. Upon close out, Bridges' monies will be re-programmed to fund recently implemented GRYD zones. At this time, the GRYD office will only fund and administer anti-gang services. The GRYD office does not currently have the capacity to assume responsibility of the remaining Community Development Department's (CDD) Human Services programs. In the interim, CDD has initiated a redesign of Human Services youth and family programs, and proposes to retain these programs and execute new service provider contracts by October 2009.
1c	Analyze anti-gang and youth development programs in all of the City's departments, agencies, and commissions, and determine if there are additional programs that should be transitioned to the new Anti-gang Office.	In Progress	The GRYD Cabinet has been created and is composed of representatives from key City and regional anti-gang partners. All Cabinet members, except LAUSD have provided inventory lists of their respective anti-gang programs. However, these separate inventories do not appear to be compiled into a single comprehensive database, and it is not clear how GRYD has used or intends to use these inventories. Further, there is no assurance that these inventories are inclusive of all City administered anti-gang programs.
1d	Develop a Gang reduction Unit within the new Anti-gang Office to coordinate, track and leverage all of the City's programs (including those in other city departments) aimed at "at-risk" youth and communities, including targeted prevention, intervention, and reentry programs.	In Progress	The GRYD office coordinates the GRYD Cabinet which has been meeting monthly since May 2008 and has begun to inventory and examine citywide anti-gang services. Specifically, the GRYD Cabinet is currently evaluating pilot collaborative programs in two GRYD zones, Watts/Southeast and Ramona Gardens/Hollenbeck.
1e	Manage department-level activities related to youth and family programs, and coordinate those programs within the new Anti-gang Office, and ensure the collaboration, integration, and communication of related programs administered through other departments.	In Progress	The GRYD Cabinet and the GRYD Summer Night Lights (SNL) program are examples of coordination and collaboration between City stakeholders. However, the GRYD office is still in its formative stages and these are the only two examples of the collaboration which should be characteristic of all GRYD services. The GRYD Office is working toward but has not yet demonstrated such coordination across all programs in all GRYD zones and other areas. Additional time is required for program implementation and evaluation.

1f	Provide oversight for community-level and citywide department-level needs assessments.	Partially Implemented	The GRYD office selected firms to conduct community needs assessments in all 12 GRYD zones and intends to conduct future needs assessments. GRYD has no immediate plan to conduct Department needs assessments, but may disseminate information regarding GRYD services and community needs to Departments as it becomes available.
1g	Expand efforts or establish new anti-gang programs where deficiencies or gaps in service are identified to assure a seamless continuum of services for at-risk children.	In Progress	The Prevention RFP process was guided by formal community needs assessments. Prevention service provider contracts were executed in October 2008. Intervention service providers and non-GRYD zone service providers are currently undergoing a competitive RFP selection process. The GRYD Office plans to have all service providers in place and functional by April 2009.
1h	Build on current relationships with LA County and LAUSD executives and elected officials to create an environment of collaboration and coordination and to take a leadership role to facilitate communication amongst city departments and regional partners by breaking down past barriers that impeded cooperation and collaboration.	In Progress	The GRYD Cabinet has been created and participants include representatives from LA County and LAUSD. In addition, GRYD's Director is a member of LA County's Executive Steering Committee. However, GRYD states that coordination with Los Angeles Unified School District (LAUSD) and LA County has been challenging.
1i	Refocus the City's funding methods to strategically allocate its limited dollars to core programs directly related to anti-gang efforts.	Partially Implemented	Using demographic data to demonstrate need, the GRYD office identified GRYD zone communities and allocated anti-gang funding accordingly. Additionally, GRYD issued multiple RFPs to identify the best service providers in each GRYD zone and other non-GRYD zone communities. GRYD core programs are specifically focused on anti-gang efforts. GRYD has not assumed responsibility of youth development funding, but is working with CDD and the GRYD Cabinet to coordinate and strategize ways to best deliver youth programs.
1j	Establish oversight, monitoring, and reporting requirements to create accountability for performance delivery through improved CBO contracting practices and City-coordinated evaluations focused on results.	In Progress	The GRYD Office stated Policy Analysts will be trained and responsible for CBO monitoring. GRYD contracts provide quantitative and qualitative contractual requirements and are an improvement over prior Bridges' contracts. GRYD has also allocated \$900,000 per year to fund an evaluation contractor, who will evaluate both prevention and intervention programs in each of the GRYD zones. The RFP for the program evaluation services was issued in November 2008.
1k	Provide CBO training to understand and meet the new contract requirements and to City personnel to build expertise and to identify anti-gang strategies that reflect positive program outcomes.	In Progress	The GRYD RFP language requires contractors to actively participate in data collection and project management training provided by the City and subject matter experts, including the contracted evaluation team. GRYD stated Policy Analysts will also provide technical assistance to CBOs. GRYD is also developing a CBO "Peer Learning Network" to foster research, development, and communication of best practices. GRYD will rely on the contracted evaluators to identify the anti-gang strategies that support expected program outcomes.

2	Issue, monitor, and enforce a Mayoral Executive Directive establishing an inter-departmental steering committee of agency heads to develop a strategic plan outlining specifically how they will partner and leverage efforts of each agency and to meet periodically to oversee progress in implementing the plan.	Partially Implemented	A Mayoral Executive Directive was not issued. However, the City Council approved the Ad-Hoc Committee on Gang Violence and Youth Development's Council Motion 08-0615, which called for the creation and the Mayor's convening of an Executive Task Force on Gang Prevention and Intervention. The motion stipulates which City departments should participate and also lists short-term and long-term objectives. While creation of the GRYD Cabinet partially satisfies this directive, the GRYD Cabinet has not formalized this role.
3	Request that the City Controller conduct follow-up audits of the progress of the new office and of the status of each of the recommendations contained in this blueprint. To provide sufficient oversight of the implementation process, these follow-up audits must occur every six months after the beginning of the implementation and throughout the first two years of implementation.	Implemented	This is the Controller's first follow-up audit.
4	Consider requesting that the Office of the City Administrative Office and the Chief Legislative Analyst conduct interim or special reports to the City Council, as needed.	Not Yet Implemented	To comply with Council Motion 08-0615, the GRYD Office plans to submit quarterly reports to CAO with updates on various aspects of GRYD operations, including the status of LA Bridges contracts, summer programs, RFPs, accountability measures, community involvement, "non-GRYD" zone activities, and potential new projects. The CAO will collect and review these reports before forwarding to City Council. GRYD indicated the first report is in draft.
5	Analyze what services they provide that are complimentary and work together to develop models for partnering (where appropriate) with other entities so underutilized resources are tapped, such as joint use agreements, shared space, drop-in visits, and field trips. For example, as previously discussed, coordination between RAP and LAPD as well as between RAP and the newly-created Anti-Gang Office could be improved to ensure increased opportunities and program effectiveness.	In Progress	The GRYD Cabinet has begun to analyze what anti-gang services and programs are provided by all Cabinet members, except LAUSD. The Summer Night Lights Program is an example of how the GRYD Office, Recreation and Parks (RAP), Los Angeles Police Department (LAPD), Department of Cultural Affairs (DCA) and community based organizations worked together to leverage resources and provide services and activities to at-risk youth during the summer months. One Mayor's Office staff member is dedicated to establishing and improving joint-use agreements between the City and LAUSD. The GRYD Office has also worked with the Workforce Development Division to develop an MOU, which will set aside 500 slots in the WorkSource Centers for GRYD clients exclusively.
6	Identify needs of each of the communities served and cooperatively analyze what programs and services are lacking and what program and services should be provided to fill any gaps.	In Progress	The GRYD Office conducted needs assessments for all 12 of the GRYD zones. A consistent methodology was followed by the three firms in completing the needs assessments. The GRYD Office indicated that it plans to conduct periodic, formal needs assessments, but has not yet determined a mechanism to provide ongoing, informal needs assessment.

7	Work more closely together to identify services that each provides that directly impact the same youth that are receiving the services and coordinate efforts to eliminate duplication of services.	In Progress	The GRYD Office coordinates the GRYD Cabinet which includes representatives from key City departments. One of the Cabinet's first tasks was to compile a list of relevant services that are provided by each participating department. GRYD intends to use CDD's existing Integrated Services Information System (ISIS) and fund any needed modifications to serve as a citywide client database that will support reporting and coordination of services for GRYD clients. ISIS is intended to allow service providers to view what services a client is receiving and will help eliminate duplicate services.
8	Develop a referral network to ensure adequate coordination between law enforcement agencies, CBOs, and other service providers. In particular, referral networks should be developed between criminal justice partners (LAPD, Probation, State detention facilities, Courts, LASPD, and others) and the service providers that are capable of providing wrap-around diversion, intervention, and reentry services needed by youth involved in the justice system. Referral networks must also be improved to link service providers to one another, particularly in linking family and youth services to workforce development agencies.	In Progress	As a pilot project, the GRYD Office developed a Multi-Disciplinary Team (MDT) in one zone which is coordinated by a GRYD Office Program Manager. The team is composed of representatives from law enforcement, LAUSD, and service provider staff. The team meets every three weeks to discuss the needs and progress of individual clients on a case by case basis to determine if additional services are needed. If so, the client is referred to the appropriate service provider. GRYD indicated that it plans to expand the MDT model to all GRYD zones. At this time, the Human Services & Family Development Division at CDD is currently redesigning the family and youth service programs. Linkages to workforce development agencies should be considered in the redesign.
9	Formalize and coordinate existing collaborative efforts that have demonstrated successful outcomes by incorporating those efforts into the City's new strategy. A more systematic approach to the existing collaborations could produce even more results that could be replicated and leveraged in other parts of the City.	In Progress	The GRYD office coordinated a Local Advisory Committee (LAC) in response to a Department of Justice grant in one GRYD zone. The LAC is composed of representatives from LAPD, LAUSD, City Departments, Community Based Organizations, and community residents. The purpose of the LAC is to develop a strategic plan reflecting the needs and resources within this GRYD zone. GRYD staff indicated the LAC model works well, and plans to implement this model in all GRYD zones.
Report Section II: Build Upon and Develop Regional Partnerships with LAUSD, LA County, and Other Local Governments			
10	Make it a priority to work together to break down past barriers that have impeded past attempts at program-building, communication, and coordination.	In Progress	The GRYD Cabinet includes representatives from key City departments. Currently, the Cabinet lacks formalization of member roles and responsibilities. The GRYD Office indicated that LA County and LAUSD are key partners and will continue to reach out to them.
11	Identify needs of the communities each serve and cooperatively analyze what programs and services are lacking and what program and services should be provided to fill any gaps.	Partially Implemented	Same as Recommendation #6.
12	Identify services that each provides that directly impact and compete for the same youth that are receiving the services.	In Progress	Same as Recommendation #7.

13	Develop a crisis action plan prior to any crisis or emergency occurring that outlines each entity's (LAUSD, CBOs, City departments, etc.) role and responsibility so that confusion and conflict can be eliminated. This crisis plan can also identify what student information can be shared, which must be in compliance with education code and federal laws such as the Family Rights and Privacy Act.	Partially Implemented	The GRYD Office worked with LAPD to develop a Violence Interruption Crisis Response (VICR) Protocol, which is currently being implemented. While this document defines roles for the workers, CBOs and LAPD, it does not include the other critical partners such as LAUSD.
14	Create a formal MOU that delineates the roles and responsibilities of each entity.	Partially Implemented	With input from LAPD, the GRYD office developed a Violence Interruption Crisis Response (VICR) Protocol and plans to incorporate the CRP into the GRYD Intervention contract boilerplate. LAPD executive staff states that Gang Intervention Workers are not agents of the Police, but must have a good working relationship with the Police to ensure crises are appropriately handled. The LAUSD and other City departments are not included in this protocol.
15	Design facilities and develop programs and services to meet the needs of their shared community while ensuring that their efforts are not duplicated by the other and resources are fully maximized.	Partially Implemented	While acknowledging the merit of this recommendation, the GRYD office states facilities design is not a current objective for their operations but may become a long term objective. GRYD's focus is on developing anti-gang programs and services. An example of a successful program which entailed collaboration and shared resources was the Summer Night Lights Program.
16	Replicate and expand recent efforts to work together in designing new facilities (schools, gyms, multipurpose rooms, fields, pools, playgrounds, etc.) that can be jointly used by the entities as well as can contribute to and coordinate the availability of recreation opportunities to the wider community.	Implemented	The Mayor's Office has dedicated one staff position to coordinate Master Planning and joint use agreements with regional partners such as the City's Recreation and Parks Department and LAUSD. The GRYD Office communicates with and conveys community needs information to this staff member.
17	Include and integrate LAUSD throughout the City's new approach to building a comprehensive anti-gang structure. For example, LAUSD must have a representative on each Interdisciplinary Community Assessment Team (ICAT) so that the district's perspective is expressed and considered when identifying community needs.	In Progress	The LAUSD is represented on the GRYD Cabinet and on the initial GRYD Local Advisory Committee (LAC) which is responsible for strategic planning for the Boyle Heights GRYD zone. However, the LAC has only been implemented in one GRYD zone and GRYD plans to replicate this model in all GRYD zones.
18	Identify methods of linking City-supported service programs and LAUSD in a way that allows each to leverage the resources of the other. For instance:	In Progress	LAUSD stated the GRYD Cabinet has been instrumental in initiating a mutual understanding of member resources.

18a	Similar to Bridges I co-location in certain LAUSD middle schools, additional co-locations can be established for other youth and family services (such as Family Development Networks (FDNs)) to better facilitate "wrap-around" services to the City's youth.	Not Yet Implemented	Under a redesign plan that is currently being reviewed by the Mayor's Office and City Council, CDD will retain responsibility and is currently redesigning youth and family services. Per review of a description of the redesign, youth and family services intends to target low-income City residents who are parents of children age 16 and under. While CDD Management acknowledges that the redesign requires close coordination with LAUSD, the Department states that co-location of services is not appropriate.
18b	Further, the City must not limit these linkages to middle school, but must consider expanding them to elementary and high schools on a broader basis than is currently being done.	Not Yet Implemented	Under a redesign plan that is currently being reviewed by the Mayor's Office and City Council, CDD will retain responsibility for and is currently redesigning youth and family services. Per review of a description of the redesign, youth and family services intends to target low-income City residents who are parents of children age 16 and under. It is imperative that the redesign coordinate with LAUSD to facilitate linkages with families of school-aged children to leverage their resources.
18c	Enhance the referral network between all of the City's youth and family services and LAUSD, not just those associated with gang activity.	Not Yet Implemented	Under a redesign plan that is currently being reviewed by the Mayor's Office and City Council, CDD will retain responsibility for and is currently redesigning youth and family services. Per review of a description of the redesign, youth and family services intends to target low-income City residents who are parents of children age 16 and under. It is imperative that the redesign coordinate with LAUSD to facilitate linkages with families of school-aged children to leverage their resources.
19	Work with all regional partners to provide services to the community in a cooperative manner so that services are not duplicated and so unmet needs are addressed in the most effective manner. In doing so, the City should:	In Progress	The GRYD Cabinet is currently developing pilot collaborative programs in two GRYD zones, Watts/Southeast and Ramona Gardens/Hollenbeck.
19a	Identify positive citywide and regional results and activities that can be evaluated, replicated, and leveraged in other parts of the City.	In Progress	The GRYD office issued an RFP for evaluation services in November 2008. Once selected, the evaluators will develop an evaluation model that will measure the success of the prevention and intervention services. GRYD management indicated that services or programs that demonstrate positive results will be continued and replicated where appropriate.
19b	Build upon existing regional collaborative efforts and ensure those efforts are formally incorporated into the City's new structure for a more systematic approach rather than an ad hoc type of approach.	In Progress	The GRYD office coordinates the GRYD Cabinet which includes representatives from key City departments and regional partners (e.g. LA County CEO, LAUSD). Although it meets regularly, the Cabinet lacks formalization of its role and responsibilities and a method to track its planned actions.
19c	Ensure that all key agencies and departments, including those that provide law enforcement, are represented in the City's new Anti-gang Office and structure in order to provide comprehensive services to communities in need.	Implemented	All key agencies are members of the GRYD Cabinet , including: Recreation and Parks, Department of Cultural Affairs, Housing Authority of the City of Los Angeles, LAPD, City Attorney, Human Relations Commission, Commission on Children, Youth and Families, Bureau of Public Works, CDD, LA County CEO, and LAUSD.

20	Ensure that participation of key stakeholders in deliberations when developing service programs and when determining which services will be provided and which CBOs will be contracted to provide them. This includes key regional stakeholders such as LAUSD and the County, as well as other City departments such as RAP, LAPD, and others when developing RFPs and evaluating proposals of service providers.	Implemented	The prevention, intervention and non-GRYD zone service providers are currently being selected under a competitive RFP process. The proposals were reviewed by five-member selection panels, composed of representatives from law enforcement, education, City departments and the community.
21	Implement a process that will ensure a background investigation of all individuals that work for CBOs, including those individuals employed by subcontractors, and interact with children has been conducted and has passed minimum requirements.	In Progress	Although the RFPs did not specifically require contractors to conduct background investigations of employees, GRYD contract language incorporates this requirement. GRYD states Policy Analysts will verify that background investigations have been conducted; however, this has not been incorporated into a contract monitoring policy.
22	Request that the Mayor issue, monitor, and enforce an Executive Directive that requires the new city Anti-gang Office to participate in a regional executive committee (such as the County's Executive Steering Committee) to build relationships, facilitate communication, and break past barriers between City, LA County, and LAUSD executives as well as elected officials. This Committee should also include representation from LAUSD and the County's other 88 cities.	Implemented	By direction of the Mayor, the GRYD Office is a member and attends meetings of the County's Executive Steering Committee which includes representation from the County Police Chiefs Association. The composition of the County's Committee is at their discretion.
23	Develop service cluster-based collaboratives with key regional partners in areas of workforce development, housing and urban development, and law enforcement.	In Progress	The GRYD Office's efforts toward collaboration include: 1) GRYD identified 12 GRYD zones in which service consortiums are currently being formed and selected by competitive RFP process; 2) GRYD coordinates the GRYD Cabinet composed of key City and regional stakeholders (e.g. LA County CEO, LAUSD), but which lacks formalization.; 3) In the Boyle Heights GRYD zone, GRYD implemented a model Advisory Committee composed of key stakeholders (e.g. LAPD, LAUSD, and community members) and service providers, and which is responsible for strategic planning within its respective community but has yet to be replicated in all GRYD zones; 4) As a part of the Panorama City/Mission Safer Cities' Initiative, GRYD and LA Housing Department (LAHD) participate in a multi-agency task force targeting additional resources (besides law enforcement) in this area. The Safer Cities area is partially within the Panorama City/Mission GRYD zone.

24	Integrate and coordinate workforce development programs as part of any anti-gang strategy, specifically targeting urban teens and harness distinct efforts of the City, the County, and LAUSD to create jobs and economic opportunities in the City's most depressed communities.	In Progress	GRYD has negotiated and formalized an MOU with the CDD's Workforce Development Division to provide 500 client slots for GRYD youth seeking employment. Also, GRYD stated it currently provides 80 summer time jobs for youth, through the Summer Night Lights program. Additionally, a Mayor's staff member is actively engaging LA County and LAUSD to provide summer youth employment opportunities.
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Report Section III: Conduct Community-based and Department-wide Needs Assessments

25	Create Interdisciplinary Community Assessment Teams (ICAT) for selected communities.	Partially Implemented	The GRYD office does not plan on creating ICATs, but the Local Advisory Committee (LAC) which is implemented in one GRYD zone may, in part, meet the intent of this recommendation. The LAC appears to be similar in structure to the recommended ICATs, however, our Subject Matter Expert stated that this plan does not fully satisfy the intention of the ICATs regarding needs assessments. There does not appear to be a provision for an assessment team. The ICAT concept was developed so that there would be ongoing assessments of neighborhood and community needs and changes in those needs over time. Additionally, GRYD plans to but has not yet replicated the LAC in all GRYD zones.
26	Require all city departments to create department-wide strategic plans and provide information to the new Anti-gang Office's Gang Reduction Unit.	Partially Implemented	A critical step toward citywide collaboration is alignment of departmental strategies with that of the GRYD Cabinet. The GRYD Cabinet members have provided inventories of their respective anti-gang resources. However, GRYD does not plan to require City departments to create department-wide strategic plans, which are critical to assuring citywide anti-gang program alignment.
27	Identify community needs and program gaps cooperatively, determine service provision to "fill in gaps".	In Progress	The GRYD Local Advisory Committee (LAC) composed of key City and regional stakeholders provides strategic planning and is currently implemented in only one GRYD zone. The GRYD Multi-Disciplinary Team (MDT) develops service programs for individuals on a case by case basis, and is composed of representatives from law enforcement, LAUSD, and service provider staff. However, it does not appear that either will adequately and formally identify community needs and service gaps.

28	Formalize and coordinate existing collaborative efforts that have demonstrated successful outcomes by incorporating those efforts into the City's new strategy - namely the new ICAT efforts. A more systematic approach to the existing collaborations could produce even more results to be replicated and leveraged in other parts of the City.	In Progress	The GRYD Local Advisory Committee (LAC) composed of key City and regional stakeholders (e.g. LA County CEO, LAUSD) develops strategic planning for the Boyle Heights GRYD zone. GRYD plans to but has not yet implemented the LAC in all GRYD zones.
29	Coordinate and holistically assess the needs of each community and cooperatively determine the types of programs and services to be provided to fill gaps and ensure unmet needs are being addressed.	In Progress	In 2007, GRYD conducted community needs assessments in all 12 GRYD zones. The GRYD Office plans to conduct periodic, formal needs assessments, but has not yet determined a mechanism to provide ongoing, informal needs assessment.
30	Identify which services are no longer useful or effective due to population shift or other changes.	In Progress	In 2007, GRYD conducted community needs assessments in all 12 GRYD zones. The GRYD Office plans to conduct periodic, formal needs assessments, but has not yet determined a mechanism to provide ongoing, informal needs assessment.
31	Collaborate with evaluators to determine program effectiveness or, when program effectiveness is limited, how programs can be refocused or altered to better serve in an individual community.	In Progress	In November 2008, GRYD issued the Evaluation RFP and is currently reviewing proposals. Expert assistance was sought in developing the Evaluation RFP and in reviewing proposals. GRYD will seek professional evaluator input to determine specific program markers to assess progress toward pre-defined goals. GRYD expects at least four years are required to adequately assess progress, and will rely on the evaluator proposals to develop GRYD program evaluation system and methods.
32	Develop methodology for performing Citywide needs assessments so that they are effective, consistent, and accurate across departments and identify unique core community needs (basic community infrastructure - family, jobs, recreation, housing, etc.).	In Progress	In 2007, GRYD conducted community needs assessments in all 12 GRYD zones. Our subject matter expert reviewed the needs assessments and found the assessments were completed based upon a consistent, acceptable methodology. However, GRYD has no immediate plans to conduct Citywide or department needs assessments.
32a	Building on the existing GRZ needs assessment methodologies, ensure that the community, wide needs assessments include the following elements:	Implemented	The GRYD office conducted community needs assessments in all 12 GRYD zones.
	(1) Develop empirical understanding of gangs, including use of definitions, tracking gang crime data, reliance on agencies that compile gang-related statistics.	Implemented	GRYD relies on LAPD for crime data. Our subject matter expert reviewed the needs assessments and found the assessments were completed based upon a consistent, acceptable methodology.
	(2) Construct an inventory of existing services and programs.	Implemented	The GRYD office conducted community needs assessments in all 12 GRYD zones, which included resources inventory.
	(3) Identify sources of information to gather gang statistics and data.	Implemented	The GRYD office utilized LAPD crime statistics.

	(4) Ensure that appropriate expertise is involved in the needs assessments.	Implemented	The GRYD office conducted community needs assessments in all 12 GRYD zones and these assessments were performed under contract by consulting firms and a local university.
33	When performing needs assessments to expand the GRZs the following components should be considered:	Implemented	In 2007, GRYD conducted community needs assessments in all 12 GRYD zones. Our subject matter expert reviewed the needs assessments and found the assessments were completed based upon a consistent, acceptable methodology.
33a	Demographics and urban overview, economic factors, educational factors, child welfare, health and mental health, law enforcement, gang intervention and street peace, criminal justice, public safety, community capacity, community infrastructure and leadership, gaps in services and unique community challenges.	Implemented	In 2007, GRYD conducted community needs assessments in all 12 GRYD zones. Our subject matter expert reviewed the needs assessments and found the assessments were completed based upon a consistent, acceptable methodology.
34	Require each department to perform needs assessments on a regular basis, at least every five years, Citywide to determine the specific anti-gang and youth development program needs (e.g. general or targeted prevention, types of intervention efforts, etc.).	Partially Implemented	The GRYD office conducted community needs assessments in all 12 GRYD zones. Although the GRYD office acknowledges the merit of this recommendation, it does not plan to request for departmental needs assessments although this may be a long term objective.
35	Establish a process for identifying gaps in services.	Partially Implemented	In 2007, GRYD conducted community needs assessments in all 12 GRYD zones. The GRYD Office plans to conduct periodic, formal needs assessments, but has not yet determined a mechanism to provide ongoing, informal needs assessment. The GRYD office indicated that the Local Advisory Committee composed of representatives from LAPD, LAUSD, community based organizations and community residents, may help identify community needs and gaps in service.
36	Anti-gang Office's Gang Reduction Unit must identify the costs associated with needs identified via ICAT's strategic plans, which should be used for preparation of budgetary proposals related to anti-gang efforts.	Partially Implemented	Using demographic data to demonstrate need, the GRYD Office identified 12 GRYD zone and allocated anti-gang funding to each zone as follows: \$1 million for Prevention services and \$500,000 for Intervention services per year. Additionally, GRYD management states that RFP proposals were reviewed for incorporation of respective community needs assessments. The GRYD Office has emphasized its commitment to remain flexible in its funding and service strategies.
37	ICATs should meet on a regular basis to discuss the changing needs community-wide and department-wide to quickly address evolving gang-related issues.	Partially Implemented	The GRYD office is planning to form Local Advisory Committees in each zone. The committee currently in place, meets every two months. However, it does not appear that the Local Advisory Committee will adequately identify community needs.

Report Section IV: Redirect Funds to the Gang Reduction Strategy

38	Allocate additional funding to core targeted prevention, intervention and reentry services to create a more proportional approach to the City's overall gang reduction strategy.	In Progress	Using demographic data to demonstrate need, the GRYD office identified 12 GRYD zones and allocated anti-gang funding to each zone as follows: \$1 million for Prevention services and \$500,000 for Intervention services per year. The GRYD Intervention RFP included a limited description of reentry services. Potential Intervention contractors are currently being selected under a competitive process; and as of our review, it is unclear how and to what extent GRYD contractors will address reentry.
39	Refocus a substantial portion of existing \$19 million in NAP, Specially Targeted, and NDP funds toward focused, high-priority outcomes that correspond to the City's top priorities - of which gang reduction is one. In order to do so, we recommend that the City:	Not Yet Implemented	The GRYD management has determined that absorption, redesign, and administration of CDD's Human Services and Family Development Division (Human Services) is not feasible for the newly established GRYD Office at this time. The CDD has initiated and GRYD management supports a CDD Human Services redesign. CDD is actively seeking input from the Mayor's Office and City Council on the proposed redesign. The effectiveness of the redesign will be re-assessed by the Mayor's Office in 3 years. To meet the intent of this recommendation, CDD and GRYD must collaborate to effectively coordinate their services to ensure resources that fund youth development programs are maximized and services are not duplicated but complement one another.
39a	Reconsider allocations to the NAP and Specially Targeted programs so that the City could better target resources to those programs most in need and which have a record of proven performance.	CDD: Not Yet Implemented	Through its redesign, the CDD intends to establish Family Development Centers (FDC) employing outcomes measures and program evaluation to replace current NAP and Specially Targeted Programs, and place greatest priority on areas within the City with the highest poverty levels. CDD is encouraging NAPs to partner with one another in anticipation of a planned RFP process and proposes it will execute contracts with lead agencies by October 2009.
39b	Reduce the number of CBOs receiving small amounts of grant funds in order to achieve greater impacts in the neediest communities.	CDD: Not Yet Implemented	The CDD management stated the CDD redesign calls for reduction in the number of CBO contracts, from 122 contracts to 40 contracts. CDD management states this reduction will significantly relieve the administrative burden associated with contract monitoring.
39c	Allocate Neighborhood Development capital improvement dollars in a more strategic manner, and particularly to augment gaps in social service infrastructure in the Gang Reduction Zones (GRZs).	CDD: Not Yet Implemented	Under a redesign plan that is currently being reviewed by the Mayor's Office, CDD will retain responsibility for youth and family services. Until the redesign plan is finalized, we cannot determine whether the intent of the recommendation will be met.
40	Eliminate across-the-board funding allocations and funding cuts when faced with reductions in grant funds.	GRYD: In Progress CDD: Not Yet Implemented	The GRYD office has identified and begun to focus anti-gang resources to 12 GRYD zone and a few non-GRYD zone communities, which demonstrated risk factors such as gang-related crime rate, truancy, low per-capita income, and high unemployment rate. The redesign intends to place greatest priority on 21 areas within the City with the highest poverty levels.
41	Reissue RFPs for all programs by December 2008. In doing so:	GRYD: Implemented CDD: Not Yet Implemented	The GRYD office issued its final round of RFPs in November 2008. The CDD redesign proposes an implementation date of October 2009 and will be preceded by RFP process.

41a	Ensure that youth and family programs are adequately streamlined, focus on core services, and incorporate the findings from this report, the Advancement Project studies, and the needs assessments that are currently ongoing, the findings of the City's Ad Hoc Committee on Gang Violence and Youth Development, and other ongoing efforts.	GRYD: In Progress CDD: Not Yet Implemented	The GRYD Office's current efforts are focused on gang reduction strategies using the results of the needs assessments and coordinates its efforts with the City's Ad Hoc Committee. The CDD redesign intends to place priority on core services, and intends to address findings from the Controller's Blueprint report and Advancement Project, such as program evaluation and program administration.
41b	Ensure that core services are funded at a proportionate level, and that additional "special projects" are subject to increased accountability, transparency and scrutiny.	GRYD: In Progress CDD: Not Yet Implemented	The GRYD anti-gang funding has been allocated per criteria which indicate community need for anti-gang services (i.e. GRYD zone). Additionally, within each of 12 GRYD zones, funding of core services is allocated at \$1 million for Prevention services and \$500,000 for Intervention services per year. The CDD redesign proposes to annually allocate \$1 million to each planned Family Development Center (FDC) and \$500,000 to each FDC Portal in the most poverty stricken areas of the City. The redesign also establishes primary outcome measures and annual performance evaluation tied to funding renewal.
41c	Identify top-performing CBOs within communities in need - or, if there is a dearth of top-performing CBOs in a particular community - encourage the establishment of CBOs with the skills and resources to succeed.	GRYD: In Progress CDD: Not Yet Implemented	In the long term, GRYD must consider methods by which to deliberately facilitate the continued success o CBOs identified as top-performing. As an initial step, GRYD has issued multiple RFPs to identify the best service providers, and these RFPs define performance criteria including: 1) Program Objectives; 2) Program Goals; 3) Program Markers; and 4) Risk factors which services must impact. Also, using demographic data to demonstrate need, the GRYD office identified GRYD zone communities and allocated anti-gang funding accordingly. The CDD redesign proposes that performance of the planned Family Development Centers will be measured by annual program evaluation which CDD management states will be based upon Malcolm Baldrige National Quality criteria.
41d	Establish contracts that afford CBOs sufficient latitude to provide unique services to diverse communities and to implement innovative initiatives.	GRYD: In Progress CDD: Not Yet Implemented	The GRYD RFPs and needs assessments provided guidance in developing contracted service requirements. However, GRYD also explained the CBO is responsible to specifically define and propose service work plans to satisfy unique community needs. The CDD management stated that while a full menu of services will be prescribed to all planned Family Development Centers (FDC), particular services will be emphasized at each FDC per respective community needs. CDD management expressed a commitment to enforce performance and contract requirements.
42	Incorporate needs - and performance-based outcome measures in CBO contracts by incorporating performance-based contracting and/or fee-for-service contracting methods. In order to do so, we recommend that the City give consideration to agencies serving clientele with more challenging barriers, while encouraging agencies to serve most "at-risk" clients by providing contractual incentives.	GRYD: In Progress CDD: Not Yet Implemented	The GRYD contract language incorporates performance-based outcomes which will be measured by professional evaluators employing program markers to include: Dose, Efficacy of Model, Implementation Fidelity, and Gain in Knowledge or Skills. Additionally, GRYD states the newly developed Youth Services Eligibility Tool (YSET) was recently implemented and will direct resources to youth most in need by objectively assessing potential clients' for joining gangs. The CDD redesign proposes to formally assess program outcomes as measured by contractor success in meeting increased family income and academic achievement goals, and contractor administrative capability as measured by formal monitoring and fiscal review. Additionally, CDD management stated plans to track client flow, client volume, and client satisfaction.

43	Revise the consortium-based contracting approach by:		
43a	Executing multi-party contracts with the consortium, not with just one agency and, in so doing, establishing the authority to monitor and audit the consortium as a whole, or individual partner agencies as it deems necessary.	GRYD: In Progress CDD: Not Yet Implemented	GRYD contract language identifies a lead agency that will serve as single fixed point of responsibility. GRYD contract language also includes detailed provisions for the lead agency to monitor their partner agencies, and for audit and documentation requirements. GRYD stated Policy Analysts will be responsible for monitoring the lead agencies. The monitoring policy and training are currently under development. The CDD management indicated contracts will be executed only with a lead agency, and specific contract provisions will delineate the lead agency's responsibility to perform monitoring of partner agencies.
43b	Building in incentives for multiple locations and increased accessibility; enhanced collaboration, leveraging of resources, and referring clients within and outside the consortium; and successes of individual agencies as well as the success of the consortium in achieving community-level goals and outcomes.	GRYD: In Progress CDD: Not Yet Implemented	Recently issued GRYD RFPs encouraged but did not require service provider collaboration in developing service consortiums to better address community risk factors and outcome goals. The CDD redesign promotes a formal referral mechanism between CDD Human Services system and CDD Workforce system. Additionally, GRYD and CDD have discussed but not yet formalized a referral mechanism between GRYD anti-gang programs and CDD Human Services. The implementation of a formal and effective collaboration system is key to satisfaction of this recommendation.
43c	Ensuring that lead agencies are empowered to oversee the practices of its partner agencies, to identify areas of concern, to ensure collaboration is achieved and administrative requirements are met, and to act as the primary liaison with the City.	GRYD: In Progress CDD: Not Yet Implemented	GRYD contract language identifies a lead agency that will serve as single fixed point of responsibility. GRYD contract language also includes detailed provisions for the lead agency to monitor their partner agencies, and for audit and documentation requirements. GRYD stated Policy Analysts will be responsible for monitoring the lead agencies. The monitoring policy and training are currently being development. The CDD management indicated that contracts will be executed only with lead agency, and specific contract provisions will require the lead agency to perform monitoring of their partner agencies.
44	Establish a risk-based compliance and program monitoring effort on (1) ensuring compliance with the provisions of the City's grant funding sources and adequate fiscal oversight, (2) ensuring data is collected that permits substantive performance evaluations, (3) evaluating programmatic and organizational processes; and (4) working with agencies to provide them the programmatic support they need to serve the City's residents. All other monitoring efforts should be focused on facilitating the efforts of the new Research and Evaluation Unit.	GRYD: In Progress CDD: Not Yet Implemented	GRYD Policy Analysts will be responsible to perform monitoring a contract and a contract monitoring policy has been drafted. GRYD stated training for Policy Analysts and CBOs is currently under development. GRYD contract language establishes requirements for: 1) Identification of a dedicated staff member to collect appropriate data and submit to evaluator on a regular basis; 2) Monthly submission of program performance reports to indicate number of clients enrolled, client progress, obstacles to effective service, and best practices; and 3) Standing quarterly meetings with the City. The CDD management states it will perform risk based financial reviews and will aggressively enforce contractual requirements. Under the planned redesign, case managers will use ISIS to track case notes. CDD further asserts that inadequate reporting will be addressed under the proposed redesign.

45	Remove obstacles to program grant funding by ensuring the City's timely approval process.	GRYD: In Progress CDD: Not Yet Implemented	The GRYD Office stated it acts timely in the funding process over which it has control. The CDD management indicated anticipated grant funding is always received although sometimes late, resulting in unnecessary contract extensions. Further, CDD has no control over the delays of the Consolidated Plan approval process. The Controller's Office issued an audit report in December 2007 with recommendations to improve the City's grant seeking and administrative processes.
Report Section V: Reinvent Youth and Family Services			
46	Streamline the general youth and family development programs that currently exist by merging core program components into a more comprehensive continuum of services. In doing so, the City should:	GRYD: Not Yet Implemented CDD: Not Yet Implemented	Under the proposed redesign, CDD will retain responsibility for youth and family services. CDD's plan to redesign the Human Services Delivery System (HSDS) is currently being reviewed by the Mayor's Office and City Council, and has been approved by the Community Action Board and discussed with constituents through public hearing. The CDD management stated the CDD redesign calls for reduction in the number of CBO contracts from 122 contracts to 40 contracts, and this reduction will significantly relieve the administrative burden associated with contract monitoring. However, there is no formal documentation to prescribe how GRYD intends to ensure adequate coordination of services will take place while anti-gang and youth development programs are independently administered.
47	Devise an administrative process that is flexible enough to allow program delivery to fit the unique needs of individual communities and to provide a broad range of services that each community could utilize. This is particularly crucial to reduce gaps in those communities that are not included in the proposed GRZs.	GRYD: Partially Implemented CDD: Not Yet Implemented	The GRYD RFPs and needs assessments provided guidance in developing contracted service requirements. However, GRYD also explained the CBO is responsible to specifically define and propose service work plans to satisfy unique community needs. The CDD management states while a full menu of services will be prescribed to all planned Family Development Centers (FDC), particular services will be emphasized at each FDC per respective community needs. CDD management expressed a commitment to enforce performance and contract requirements.
48	Reduce or eliminate gaps in service associated with: (a) undocumented residents, (b) elementary and high school children and youth, (c) "at-risk" females, (d) program accessibility, (e) mental health.	GRYD: In Progress CDD: Not Yet Implemented	The GRYD Office has conducted formal community needs assessments in all GRYD zones, but has not yet determined a mechanism to provide ongoing, informal needs assessment. CDD management stated that undocumented residents and school age youth who meet the poverty requirement may receive services except for workforce development services. "At-risk" females will be addressed by the GRYD services. CDD acknowledged the need for mental health services, but noted challenges in collaborating with LA County and developing an appropriate referral network.
49	Overhaul targeted prevention programs to effectively address both "at-risk" communities and the youth that are most at risk of joining gangs. To achieve this, the City should:	Partially Implemented	The GRYD office collaborated with USC, UCI, and other subject matter experts to develop the Youth Services Eligibility Tool (YSET). The YSET is a computer based screening questionnaire administered by prevention service providers to youth who appear to be at-risk. The youth's YSET score determines whether he/she is deemed "at-risk" and therefore eligible to receive prevention services. GRYD explained the YSET will direct services to youth most in need, as opposed to youth who may live in a GRYD zone but not require intensive services.

49a	Focus on community-level and individual-level prevention programs, as well as creating more robust diversion services.	Partially Implemented	At the community level, the GRYD office organized the Summer Nights Light Program. The Prevention and Intervention service providers will be responsible to provide service to individuals.
49b	Streamline activities to better ensure consistency during programmatic assessments.	In Progress	Each GRYD zone will have a Prevention and Intervention consortium to provide services to at-risk youth. While some services may differ depending on the needs of the youth, the service providers will be responsible for collecting and submitting client data to a GRYD contracted evaluator. Data elements are described in the RFP, but additional markers may become required upon full development of the evaluation methodology by the selected contractor. GRYD expects that contracted evaluator will be in place by April 2009.
49c	Address full needs of clients by halting program-specific client intake and assessments.	Implemented	GRYD contract provisions require that services address six identified risk factors associated with joining gangs and require case managers to enroll youth and families into appropriate services within or outside the collaborative.
49d	Assess the interactions between risk factors in determining if a youth is at a high risk of future gang involvement -e.g. a youth who conforms to cultural norms supporting gang behavior, with family members that are in a gang, exhibits trouble in school, has friends who use drugs or who are gang members, and has a proclivity to excitement and trouble. The risk factors used should be better focused so as to more accurately identify youth at the highest risk for gang involvement. We recommend that youth be evaluated according to a pre-determined hierarchy of gang-specific risk factors.	Implemented	The GRYD office collaborated with USC, UCI, and other subject matter experts to develop the Youth Services Eligibility Tool (YSET). The YSET is a computer based screening questionnaire administered by prevention service providers to youth who appear to be at-risk. The youth's YSET score determines whether he/she is deemed "at-risk" and therefore eligible to receive prevention services. GRYD explained the YSET will direct services to youth most in need, as opposed to youth who may live in a GRYD zone but not require intensive services.
49e	Devise contractual incentives for agencies to provide services to those most in need and most at risk - including accounting for risk factors (and other barriers to service delivery) in performance measurement and allowing for longer-term success. As such, agencies contracted to perform targeted prevention work must be encouraged.	Implemented	Prevention service providers administer the YSET to identify youth most at risk for joining gangs. The youth's YSET score must exceed a pre-defined threshold to be eligible for services. GRYD contract provisions require that services address six identified risk factors associated with joining gangs and require case managers to enroll youth and families into appropriate services within or outside the collaborative.
49f	Develop a functional referral network to reach youth that are most at risk of engaging in future gang activity.	In Progress	The GRYD staff indicated the Multi-disciplinary Team evaluates and refers on a case by case basis, but has yet to be replicated in all GRYD zones.

50	Expand and refine intervention, mediation, and peacekeeping efforts.	In Progress	The GRYD Intervention RFP explicitly describes the intervention services scope of work and program objectives. Potential Intervention contractors are currently undergoing competitive selection. GRYD has also drafted a Violence Interruption Crisis Response (VICR) protocol which defines intervention worker role and responsibilities. GRYD stated that intervention workers will be required to attend the Violence Intervention Training Academy, and which includes curriculum specific to intervention work.
50a	Ensure some level of required expertise, knowledge, and agreed-upon methodology for intervention efforts, while maintaining room for innovation.	In Progress	The GRYD Intervention RFP outlines required service provider qualifications and service guidelines. Additionally, GRYD stated intervention workers will be required to attend the Violence Intervention Training Academy, which employs an intervention methodology curriculum.
50b	Focus efforts first on developing standards for intervention workers, and second on implementing contractual controls that allow the City to better hold its contractors accountable.	In Progress	The GRYD Office stated that intervention workers will be required to attend the Violence Intervention Training Academy, which includes curriculum specific to intervention work. The GRYD Intervention RFP explicitly describes intervention program outcome goals and core service parameters. As of our review, the contract selection process was in progress.
50c	Required intervention workers to pass formal training, be subject to on-the-job training, incorporate best practices of other outreach workers, and sign ethics pledges.	In Progress	The GRYD Office stated intervention workers will be required to attend the Violence Intervention Training Academy. Although the curriculum is not finalized, there is a 3.5 hour module titled "Ethics and Leadership."
50d	Require intervention agencies with street peace and street intervention programs to comply with certain operational requirements, including professional supervision and oversight.	In Progress	The GRYD Office stated intervention workers will be required to attend the Violence Intervention Training Academy, and will be required to adhere to the Violence Interruption Crisis Response (VICR) protocol. GRYD RFP describes intervention operational requirements and budgets for supervision. Oversight will be addressed by formal evaluation and GRYD staff monitoring, which are currently in development.
50e	Implement a process that will ensure a background investigation of all individuals that work for CBOs and interact with children has been conducted and has passed minimum requirements.	In Progress	GRYD contract language requires background investigation of contractor and sub-contractor staff. GRYD stated that monitoring policy and forms are being developed and will assure that background investigations have been completed.
50f	Determine the minimum requirements that allow individuals to work with children as well as the best method to deliver the services.	In Progress	The GRYD Intervention RFP describes the scope or work and service parameters, and includes a requirement for relevant staff to attend on-going education and training.
51	Increase reentry services as part of existing intervention efforts to generate increased opportunities and resources available to those in need, and to provide alternatives to continued gang involvement.	In Progress	The GRYD Intervention RFP offers limited description of reentry services and at this time it is unclear how and to what extent GRYD contractors will address reentry.
51a	Ensure that incarcerated youth receive reentry services prior to release (to prepare for the transition) and immediately following release (to better assure that youth in the reentry programs see results).	In Progress	GRYD stated reentry services require collaboration with LA County. GRYD management indicated that it has been challenging to formalize various programs and services with the County. However, GRYD management indicated meetings with the Probation Department are scheduled in the near future.

51b	Strategically target core reentry services in the most disadvantaged communities with the highest proportion of returning gang members.	In Progress	The GRYD Office stated that strategically targeted reentry services require statistical data from LA County. GRYD management indicated that meetings with the Probation Department are scheduled in the near future.
51c	Ensure that reentry programs created are pliable enough to provide the services needed in each respective community.	In Progress	The GRYD Intervention RFP outlines service guidelines and offers limited description of reentry services. As of our review, the contract selection process is in progress and at this time it is unclear how and to what extent GRYD contractors will address reentry.
51d	Expand on the services currently provided in the City and those prescribed in the Comprehensive Gang Model to ensure reentry services are incorporated.	In Progress	The GRYD Intervention RFP offers a limited description of reentry services and at this time it is unclear how and to what extent GRYD contractors will address reentry. GRYD stated reentry services require some level of cooperation from LA County and management indicated that meetings with the Probation Department are scheduled for the near future and they will continue to reach out to them.
51e	Foster relationships between intervention and reentry workers and the Work Source, OneSource, and Youth Opportunity centers throughout the City.	In Progress	The GRYD Office has finalized an MOU with CDD's Workforce Development Division (WDD). The MOU requires that the WDD set aside 500 WorkSource Center slots for GRYD clients. The GRYD Intervention RFP requires that contractor document linkages made to partner organizations, such as Worksource or OneSource Centers for job training and placement, and states that the GRYD Office will work to ensure that training slots are designated for gang involved youth and young adults referred by the contractor.
52	Increase oversight when implementing the proposed gang reduction zones.	In Progress	The GRYD RFPs state GRYD Program Managers will be working to strengthen existing City and County service provider networks to better impact program outcomes for the target population. The GRYD Office stated GRYD Policy Analysts will provide contractor technical assistance, contractor training, and contract monitoring. Monitoring policy and training are currently being developed.
52a	Ensure adequate leadership, with the full backing of City officials.	Implemented	The Mayor's office is leading and coordinating City-wide anti-gang efforts.
52b	Ensure that communities not yet considered to be "hot spots" are adequately considered in deploying prevention, intervention, reentry and suppression programs, as the needs assessments and concentrated resources in GRZs will likely overshadow the needs of other communities.	In Progress	In order to address the areas outside of the selected GRYD zones, the GRYD office released a "Non-GRYD zone" RFP. Although the RFP provides some guidance, the proposing organizations must demonstrate these communities' needs and how services will be provided.
52c	Employ a long-term perspective to identify crime trends, and incorporate other socio-economic factors (including reentry needs) in assessing the future of existing GRZs and the potential expansion of others.	In Progress	The GRYD Office states plans to conduct periodic, formal needs assessments in the future, but has not yet determined a mechanism to provide ongoing, informal needs assessment.
52d	Ensure sufficient timelines are employed with all future needs assessments, as this has been a factor leading to implementation difficulties in other cities.	Partially Implemented	Our Subject Matter Expert indicated that GRYD's community needs assessments employed competent and consistent methodology, although they were completed within a brief time frame.

52e	Ensure the consistency in both the methodologies used and information presented when engaging experts (city personnel or contracted experts) to conduct needs assessments.	Partially Implemented	Our Subject Matter Expert indicated that GRYD's community needs assessments employed competent and consistent methodology.
52f	Continually critique the GRZ model, apply concrete assessment measures to identify weaknesses, and make appropriate adjustments on an ongoing basis. If weaknesses become apparent, leadership must make them known to City policy-makers and devise solutions.	Not Yet Implemented	Intervention and Evaluation contracts have yet to be executed and it is too soon to assess this recommendation. However, the GRYD office indicated that the formal evaluation of anti-gang services will determine if outcomes are meeting expectations.
53	Invest in long-term training of program administrators and monitors, and contracted service providers.	In Progress	The GRYD RFP language requires contractors to actively participate in data collection and project management training provided by the City and subject matter experts, including contracted evaluation staff. GRYD stated that Policy Analysts will provide this training and technical assistance to CBOs, and that intervention workers will be required to attend the Violence Intervention Training Academy. Prevention contractors have received training on the Youth Services Eligibility Tool. (YSET). GRYD is also developing a CBO "Peer Learning Network" to foster research, development, and communication of best practices

Report Section VI: Establish Rigorous Performance Measures and Conduct Evaluations of Both City and Contracted Programs

54	Create a Research and Evaluation Unit within the new Anti-Gang Office.	In Progress	The GRYD Office created and filled a management position dedicated to program planning, compliance and evaluation, which directly supervises GRYD Policy Analysts who provide training and technical support to contracted service providers. Also, rather than establish an internal research and evaluation unit, the GRYD Office chose to outsource the evaluation function and engaged Subject Matter Experts to develop an Evaluation RFP which was released November 2008. GRYD stated that the evaluation contractor should be in place by April 2009.
55	Coordinate, maintain, and perform ongoing evaluation on all gang reduction and youth anti-violence programs. Evaluate City departments programs as well as those conducted by contracted agencies.	Partially Implemented	As of our review, the contract selection process for an independent, professional evaluator is in progress. GRYD expects to the program evaluation to be implemented by April 2009. The evaluation contractor will not be required to evaluate the anti-gang programs operated by other City departments.
56	Assist and train City departments on performance evaluation techniques.	Not Implemented	The GRYD office indicated that they do not plan to train City departments on performance evaluation techniques.

57	Submit to the Mayor and Council, on an annual basis, a report card that details the results of the citywide evaluations performed by the Research and Evaluation Unit.	Not Yet Implemented	Not all of the Prevention, Intervention, and Evaluation Contracts have been executed and it is therefore too soon to assess this recommendation. However, GRYD staff indicated that the contracted Evaluator will help develop a scorecard that will be submitted to City Leadership.
58	Incorporate a comprehensive program evaluation strategy that extends beyond contract monitoring and within the framework of its anti-gang programs that would determine the specific goals and objectives of each program, determines the specific related performance measures for each program, and requires the collecting and reporting of the supporting needed data.	In Progress	As of our review, the contract selection process for the program evaluator is in progress. GRYD stated that a comprehensive evaluation methodology will be determined by the selected Evaluator, who may indicate yet unidentified data collection requirements. In order to ensure data collection is a priority, the GRYD RFP and contract language requires that contractors: 1) Set aside 5% of total budget for data collection; 2) Dedicate one staff to data collection and submission to evaluator; and 3) Attend GRYD training on data collection training.
59	Require that all programs include performance measures, data collection, and program evaluation efforts in order to maximize resources, assess results, determine the most effective strategies, offer recommendations for improvement, and track follow-up.	In Progress	The Intervention and Prevention RFPs provided guidelines regarding performance measures and data collection. However, the evaluation methodology will be determined by the contracted Evaluator, who may indicate yet unidentified data collection requirements. In order to ensure data collection is a priority, GRYD RFP and contract language requires that contractors: 1) Set aside 5% of total budget for data collection; 2) Dedicate one staff to data collection and submission to evaluator; and 3) Attend GRYD training on data collection training.
60	Develop performance measures that address targeted prevention, intervention, reentry, and suppression efforts. Then, determine which method and instrument can be used to measure change; devise an evaluation model in conjunction with the development of program components.	In Progress	The GYRD RFPs and contract language defines program goals and objectives, and defines gang-joining risk factors which services must impact. GRYD stated the contracted Evaluator which GRYD is currently selecting will be responsible to determine specific performance measures that will measure incremental progress toward program objectives.
61	Tie performance measures to program goals and objectives to allow for consistent data reporting and long-term evaluation of programs.	In Progress	The GYRD RFPs and contract language defines program goals and objectives, and defines gang-joining risk factors which services must impact. GRYD stated the contracted Evaluator which GRYD is currently selecting will be responsible to determine specific performance measures that will measure incremental progress toward program objectives.
62	Determine the data to be collected and ensure such data can accurately and appropriately be aggregated to make the measurement.	In Progress	The GRYD RFPs and contract language define: 1) Program Objectives; 2) Program Goals; 3) Program Markers; and 4) Risk Factors for gang-joining which services must impact. The contracted Evaluator which GRYD is currently selecting will be responsible for development of comprehensive evaluation methodology. GRYD expects that the Evaluator will determine specific performance measures in addition to those already defined. GRYD expects at least four years will be required to adequately assess program effectiveness.
63	Develop the necessary expertise on sharing knowledge and explore information as well as develop strategies for needs assessments and program development.	In Progress	The GRYD office created and filled a management position dedicated to program planning, compliance and evaluation. However, rather than develop internal expertise, the GRYD office has elected to outsource the evaluation services. Additionally, the GRYD Office has conducted formal community needs assessments in all GRYD zones, but has not yet determined a mechanism to provide ongoing, informal needs assessment.

64	Explore the system capabilities of ISIS that is used in CDD to build a reliable system to capture the necessary data elements to monitor program performance.	In Progress	As advised by the City's Information Technology Agency (ITA) GRYD plans to employ CDD's existing Integrated Services Information System, (ISIS), which GRYD will modify and serve as a citywide client database to support reporting and service coordination. Prior Controller audits noted problems with ISIS users not following standardized data definitions and entry processes to ensure consistent data collection and reasonable assurance as to data accuracy. GRYD staff indicated that they realize data must be entered consistently and accurately and will emphasize this with the service providers and will provide technical assistance as needed.
65	Act as the "clearinghouse" of critical information regarding "best" and "promising" practices throughout the nation.	In Progress	The GRYD management actively participates and meets with the "13 Cities Network" which is a group dedicated to sharing of anti-gang strategies and best practices. The network is composed of cities within California.
66	Ensure that contracts awarded by the new Anti-gang Office include the performance measures established for the program as well as convey the data to be collected and the format and period of reporting data.	In Progress	The GRYD RFPs and contract language defines: 1) Program Objectives; 2) Program Goals; 3) Program Markers; and 4) Risk Factors which services must impact. The contracted Evaluator which GRYD is currently selecting will be responsible for development of a comprehensive evaluation methodology. GRYD expects the Evaluator will determine specific performance measures in addition to those already defined. Additionally, GRYD contract language includes provisions requiring service contractors to: 1) Identify a dedicated staff member to collect appropriate data and submit to evaluator on a regular basis; 2) Submit monthly program performance reports to indicate number of clients enrolled, client progress, obstacles to effective service, and best practices; and 3) Attend standing quarterly meetings with the City.
67	Terminate unresponsive or unsuccessful vendors and programs as well as identifying those programs and CBOs that successfully, efficiently, and effectively administer the resources available for gang related programs.	In Progress	GRYD contract language allows for contract termination for non-satisfactory performance and outcome measures are also defined. GRYD contract monitors will assess contractor compliance and performance.
68	Incorporate evaluation indicators that measure the effect and impact of the City's targeted prevention, intervention, reentry, and suppression efforts as part of a gang reduction strategy.	In Progress	The GRYD RFPs and contract language defines: 1) Program Objectives; 2) Program Goals; 3) Program Markers; and 4) Risk Factors which services must impact. The contracted Evaluator will be responsible for development of comprehensive evaluation methodology.
69	Develop a consortium of local universities to facilitate the independent research of faculty and students.	In Progress	The GRYD office has leveraged the pro bono work of university faculty in the collaborative development of the Evaluation RFP (issued in November 2008) and the Youth Services Eligibility Tool (completed in October 2008).

70	Employ a comprehensive data collection system.	In Progress	As advised by the City's Information Technology Agency (ITA) GRYD plans to employ CDD's existing Integrated Services Information System, (ISIS), which GRYD will pay to modify and serve as a citywide client database to support reporting and service coordination. Prior Controller audits noted problems with ISIS users not following standardized data definitions and entry processes to ensure consistent data collection and reasonable assurance as to data accuracy. GRYD staff indicated that they realize data must be entered consistently and accurately and will emphasize this with the service providers and will provide technical assistance as needed. Additionally, GRYD stated that a comprehensive evaluation methodology will be determined by the selected Evaluator, who is currently being selected and who may indicate yet unidentified data collection requirements. In order to ensure data collection is a priority, GRYD RFP and contract language requires that contractors: 1) Set aside 5% of total budget for data collection; 2) Dedicate one staff to data collection and submission to evaluator; and 3) Attend GRYD training on data collection training.
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LEGEND OF STATUS DESCRIPTIONS

	Implemented	Auditee's actions have satisfied the intent of the recommendation.
	Partially Implemented	Auditee's actions require modifications in order to fully meet the intent of the recommendation.
	In Progress	Auditee's implementation is in progress and upon completion will meet the intent of the recommendation.
	Not Yet Implemented	Auditee intends, but has not yet made progress toward implementing the recommendation.
	Disagree	Auditee disagrees with recommendation and does not intend to address the recommendation.

ATTACHMENT B
GLOSSARY OF ACRONYMS

Blueprint -----	Blueprint for a Comprehensive Citywide Anti-Gang Strategy
BPW -----	Board of Public Works
Cabinet -----	Gang Reduction and Youth Development Cabinet
CAO-----	City Administrative Officer
CBO-----	Community Based Organization
CCYF-----	Commission for Children, Youth and their Families
CDD-----	Community Development Department
DCFS -----	County Department of Children and Family Services
FDC-----	Family Development Centers
GRYD-----	Gang Reduction and Youth Development
HACLA-----	Housing Authority County of Los Angeles
HRC-----	Human Relations Commission
HSDS-----	Human Services Delivery System
ICAT-----	Interdisciplinary Community Assessment Teams
ISIS-----	Integrated Services Information System
LAHD-----	Los Angeles Housing Department
LAPD-----	Los Angeles Police Department
LAUSD-----	Los Angeles Unified School District
MDT-----	Multi Disciplinary Teams
NAP-----	Neighborhood Action Program
NDP-----	Neighborhood Development Program
RAP-----	Department of Recreation and Parks
SNL-----	Summer Night Lights
STP-----	Specially Targeted Programs
UCI-----	University of California of Irvine
USC -----	University of Southern California
VICR -----	Violence Interruption Crisis Response Protocol
YSET-----	Youth Services Eligibility Tool