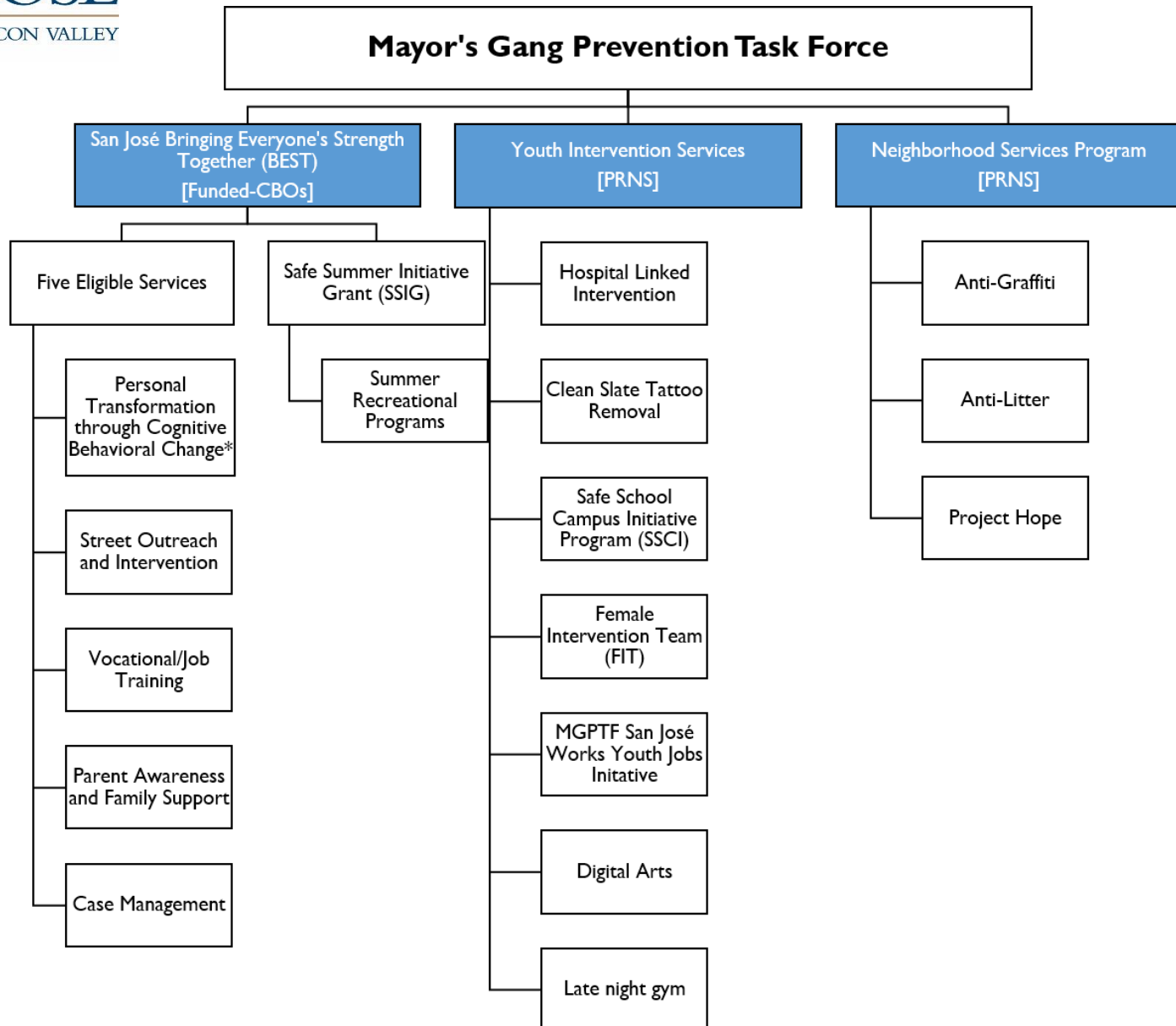


Mayor's Gang Prevention Task Force:

Better Coordination And Use of Data Can Further the Task Force's Strategic Goals

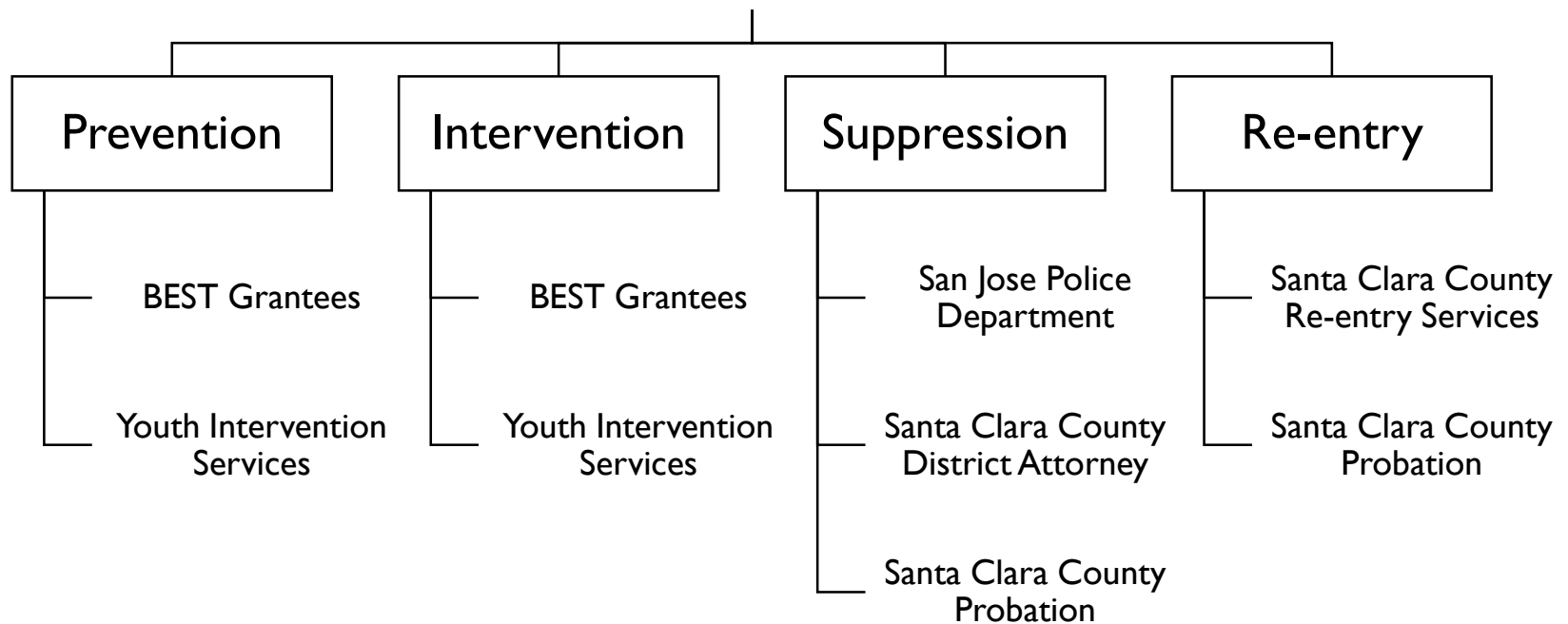
A Report by the San José City Auditor
May 2019

www.sanjoseca.gov/auditor

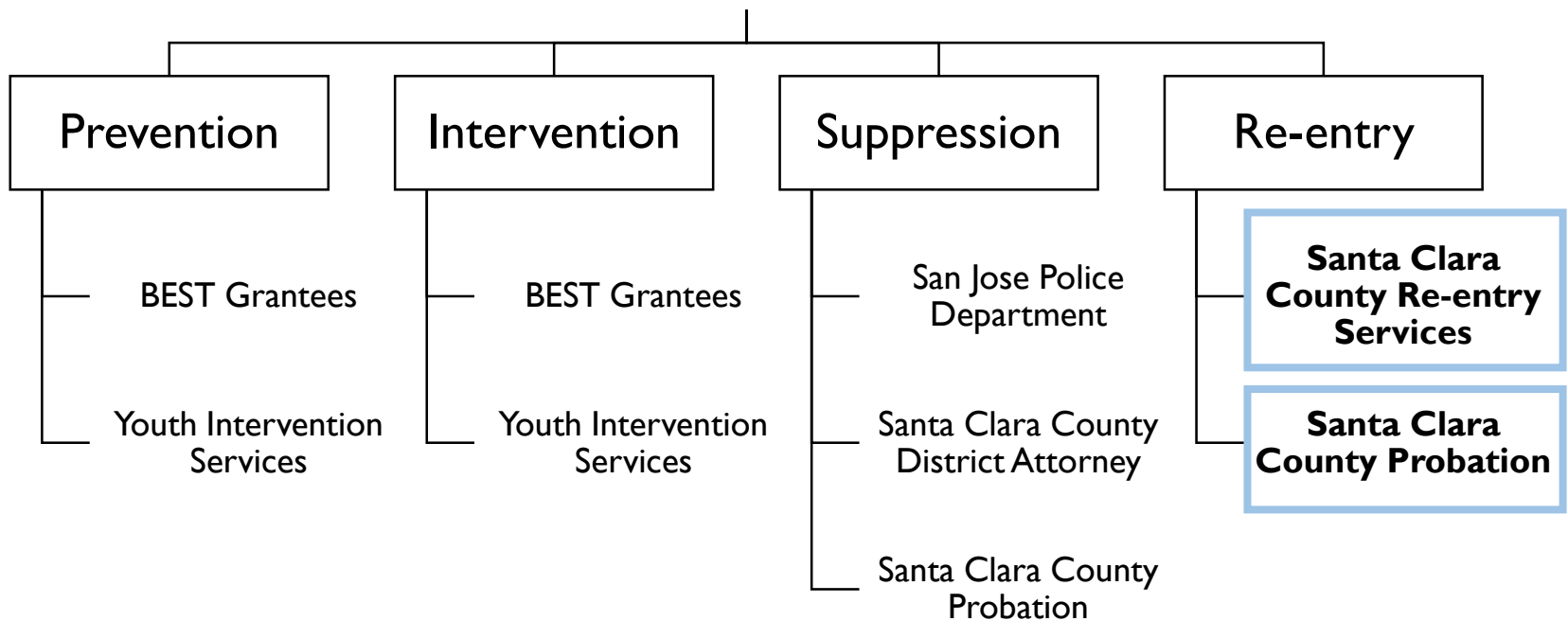


Finding I: Better Coordination Among Task Force Partners Can Improve Service Delivery

Task Force Continuum of Care



Task Force Continuum of Care

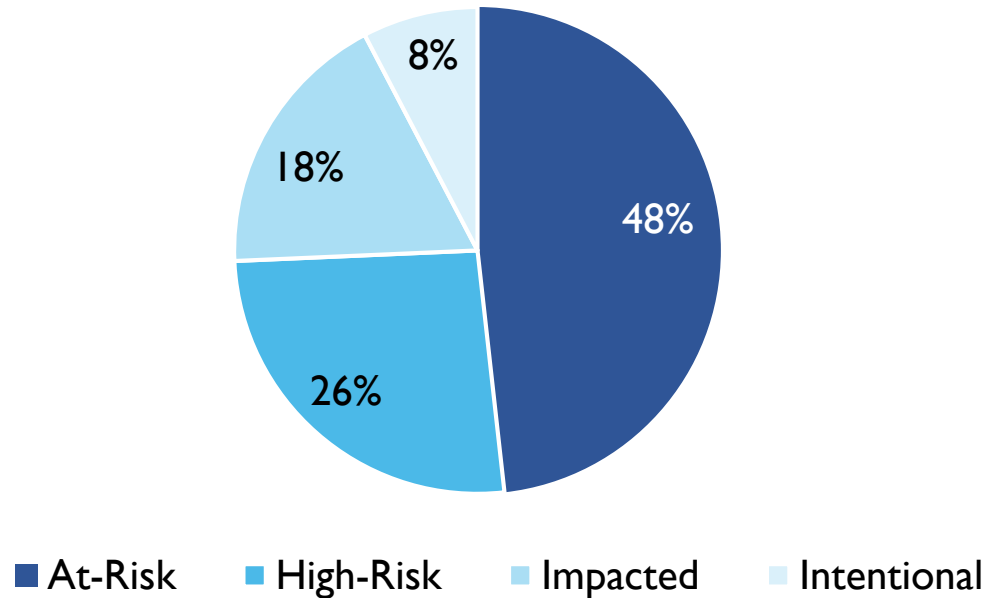


Finding 2: Task Force Services Could Be Better Aligned to Meet the Needs of Target Populations

The Task Force provides services to youth at different levels of risk for gang involvement

Target Population	Definition
At-Risk	Youth residing in a high-risk community (e.g., hotspot areas, low socioeconomic areas) and have high potential to exhibit gang behaviors (e.g., behavioral issues, poor school attendance, etc.)
High-Risk	Youth distinguished by the level of intensity at which the youth adopts gang lifestyle. Characteristics include several contacts with law enforcement or the juvenile justice system.
Gang-Impacted	Youth exhibiting high-risk behaviors related to gang lifestyle including arrests or contact with the juvenile justice system.
Gang-Intentional	Youth explicitly identified and/or arrested for gang-related incidents or acts of gang violence through the Justice Department.

Half of BEST grantee target populations were the lowest risk (FY 2017-18)



Finding 3: PRNS Should Use a Data Driven Approach to Prioritize School-Based Programs

Safe School Campus Initiative (SSCI)

- Weekly school visits (76 Schools)
- Responds to school violence incidents
(Over 500 activations in FY 2017-18)
- Case management services

Activation Incident Levels

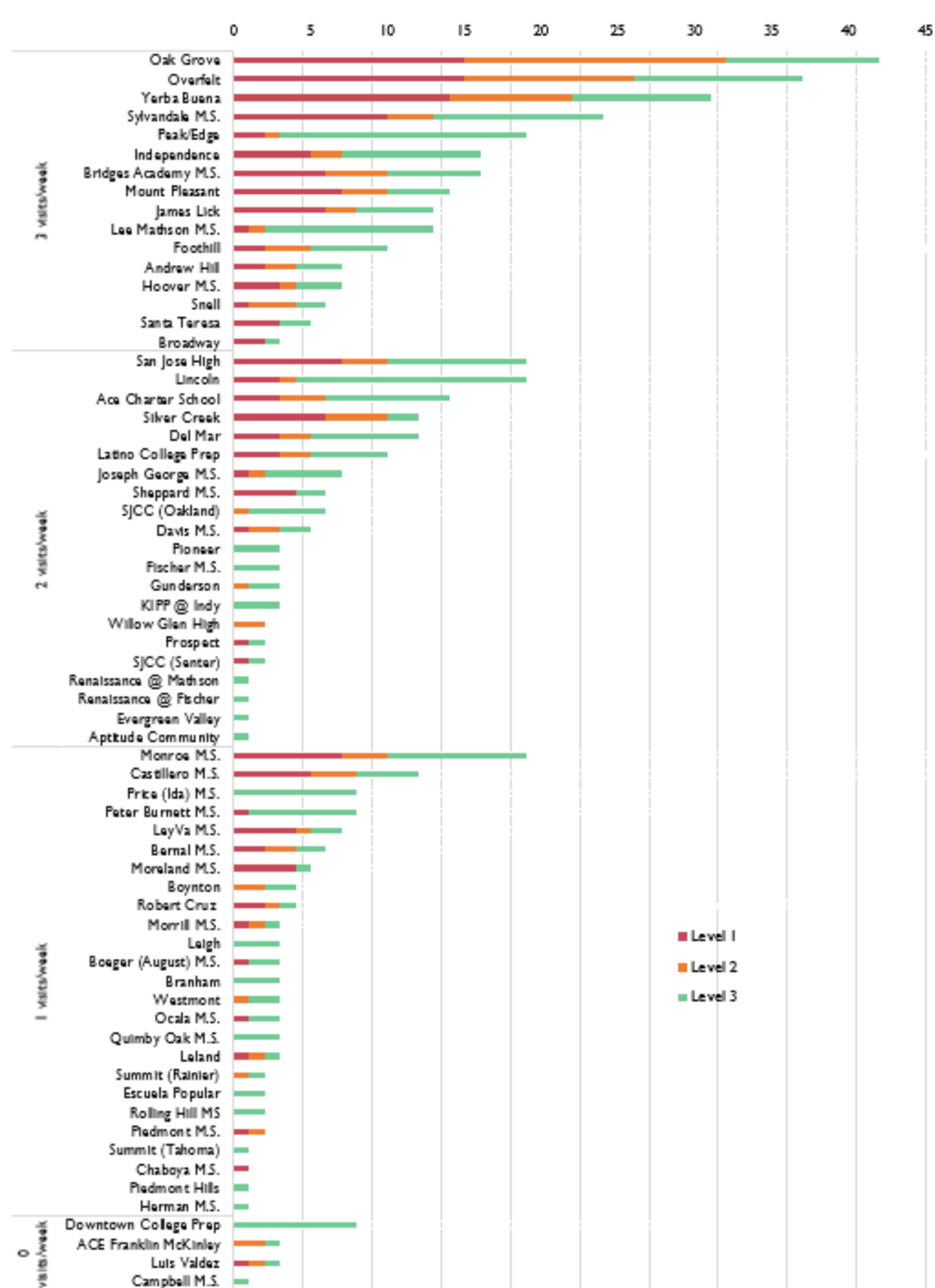
Level	Level Description	Definition
1	Incident in progress	9-1-1 event which is clearly a safety concern and is interfering with school operations. <i>Examples: Fights, weapons have been observed, confirmed bomb threat</i>
2	Incident likely to occur	Increasing potential for an incident to both happen and cause interference with school operations. <i>Example: Reliable source says, “fight will happen Friday”, significant threats have been made towards students or staff</i>
3	Potential that incident may occur	Not an immediate safety concern or interference with school operations, information may indicate potential for an incident that may warrant proactive intervention or mediation. <i>Example: A rumor</i>

3 visits/week →

2 visits/week →

1 visit/week →

0 visit/week →



Finding 4: Monitoring of BEST Grantees Can Be Improved to Ensure Successful Program Outcomes

Bringing Everyone's Strengths Together (BEST)

- The City contracts with 18 CBOs to provide prevention and intervention services
- Grantees served over 3,000 youth in FY 2017-18
- PRNS monitors grantees through two annual site visits and quarterly grantee workbook reviews

Monitoring Process Can Be Improved

- Update and implement procedures for site visits and reviewing quarterly workbooks to ensure compliance with grant agreements
- Develop guidelines regarding corrective action plans for grantees who underperform

Finding 5: Tracking and Reporting of Overall Task Force Program Performance Can Aid Decision Making and Improve Oversight

Task Force Reports Multiple Performance Measures

- **BEST Annual Report**
 - *BEST services were found to have modestly impacted the occurrence of gang incidents and youth arrests in program areas (PSFSS 2019)*
- **City's Operating Budget**
 - *% of SSCI customers (school administrators) rating services "good or better"*
 - *% of incidents at SSCI responded to within 30 minutes*

The Task Force can benefit from more ongoing measurement of program performance

- Re-define comprehensive performance measures to assess program outcomes. For example,
 - Changes in youth crime in hot spot areas
 - Pre- and post-assessments of individual youth
 - Achievement of case management service plans
 - Participant surveys
- Report on key measures for the all Task Force programs (BEST and YIS)

Conclusion

Our audit report includes a total of 17 recommendations to improve coordination, and better use data to further the goals of the Mayor's Gang Prevention Task Force

The audit report is available at: www.sanjoseca.gov/auditor