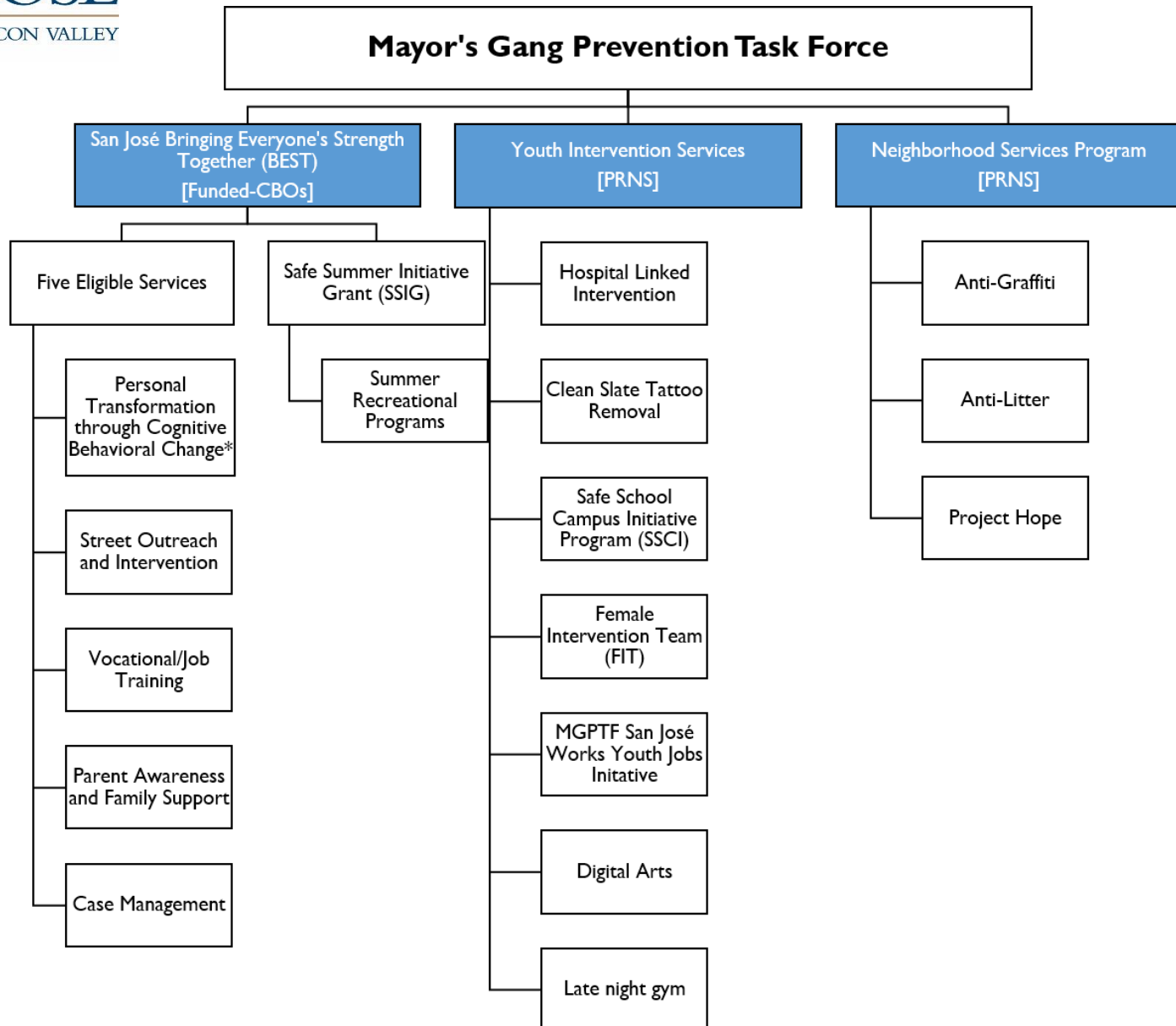


# Mayor's Gang Prevention Task Force:

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

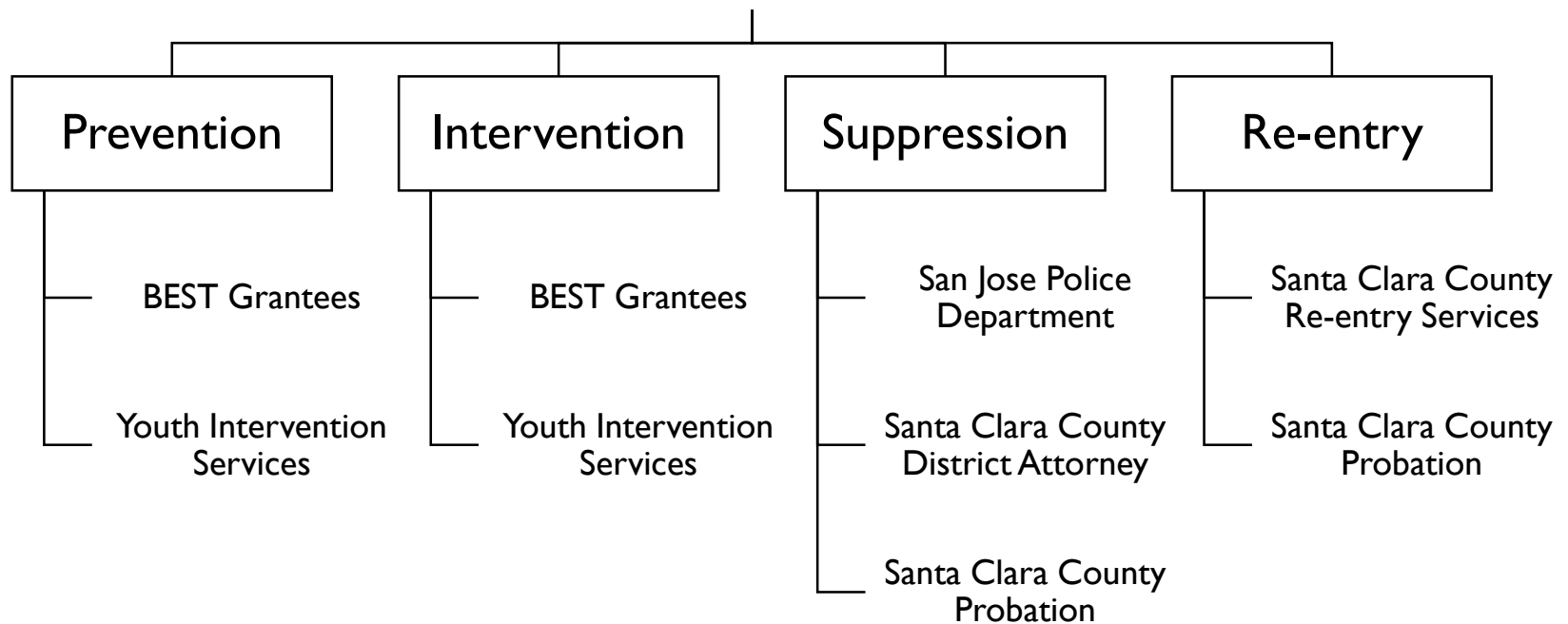
A Report by the San José City Auditor  
May 2019

[www.sanjoseca.gov/auditor](http://www.sanjoseca.gov/auditor)

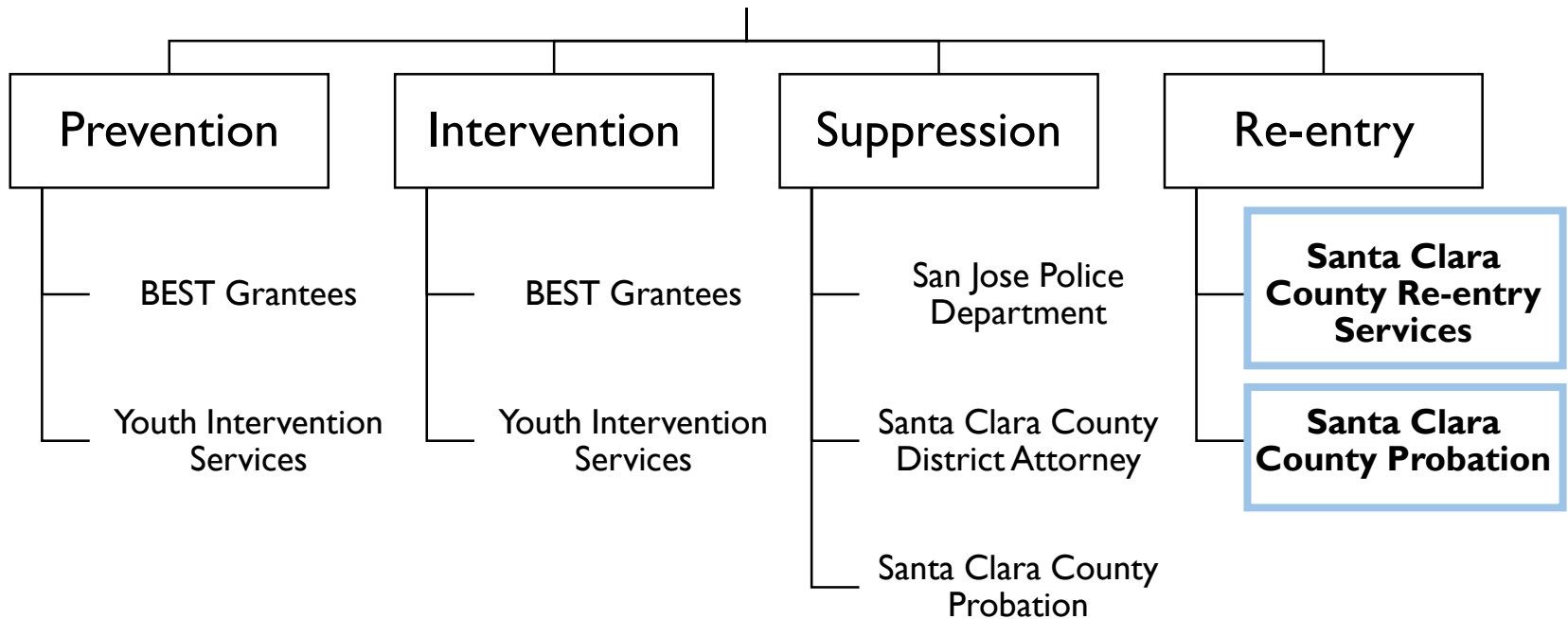


# **Finding I: Better Coordination Among Task Force Partners Can Improve Service Delivery**

## Task Force Continuum of Care



## Task Force Continuum of Care

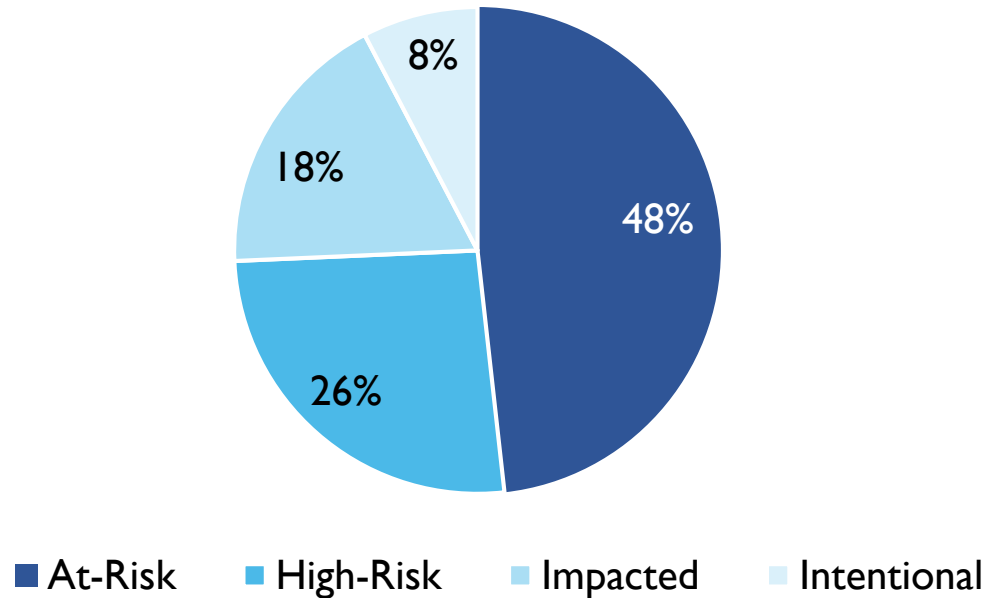


## **Finding 2: Task Force Services Could Be Better Aligned to Meet the Needs of Target Populations**

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

<b>Target Population</b>	<b>Definition</b>
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

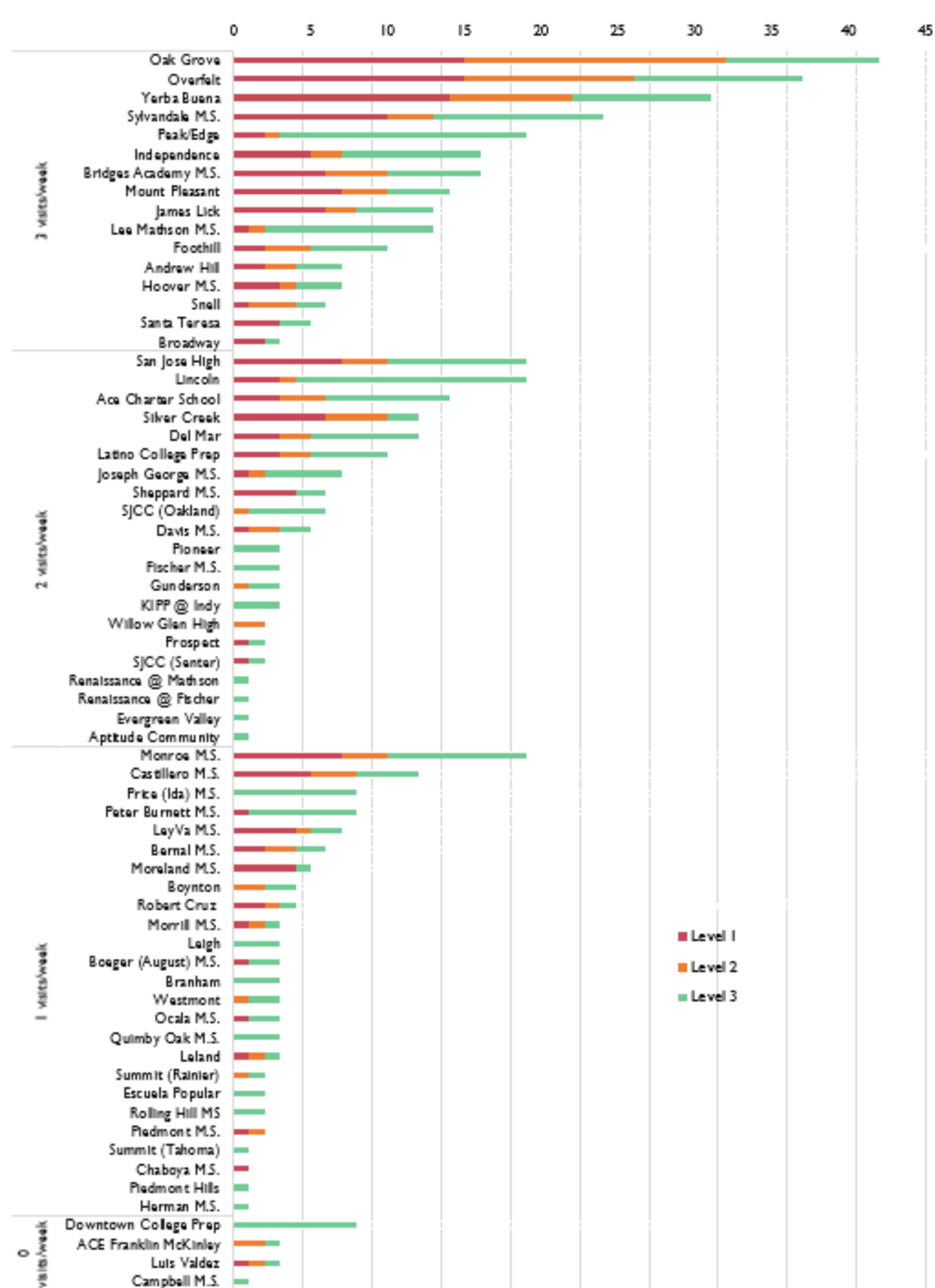
Level	Level Description	Definition
1	<b>Incident in progress</b>	9-1-1 event which is clearly a safety concern and is interfering with school operations. <i>Examples: Fights, weapons have been observed, confirmed bomb threat</i>
2	<b>Incident likely to occur</b>	Increasing potential for an incident to 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	<b>Potential that incident may occur</b>	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](http://www.sanjoseca.gov/auditor)