

Attachment A
Audit Recommendations Status Update
(Sorted by Status then Target Completion Date)

Rec. No.	Recommendation Text	Update	Target Completion Date	Status								
5	To ensure that intensive services are targeted to the appropriate population, in the next agreement cycle, the Department of Parks, Recreation and Neighborhood Services should revise BEST grantee agreements such that goals for services across target populations are clearly defined.	BEST grant agreements have been revised, accordingly. All agreements for the program year 2019-2020 specify the intended target population(s) for each type of service for which the individual partner organizations are granted. This will help both the grantees and the City ensure that the appropriate target populations are served in accordance with the objectives specified in grant agreement.		Complete								
9	<p>To improve the alignment of school visits with activations, the Department of Parks, Recreation and Neighborhood Services should:</p> <p>(a) Perform an annual review of the frequency and type of Safe School Campus Initiative (SSCI) activations by school, and</p> <p>(b) Develop and implement a risk-based approach to schedule weekly school visits.</p>	<p>To implement this recommendation, the Department analyzed the number and severity of incidents reported by schools during the 2018-2019 school year. Using a risk-based analysis, and available staffing, the Department established the following weekly visit schedule:</p> <table><tr><th>Incidents in 2018-2019</th><th>Weekly Scheduled Visits in 2019-2020</th></tr><tr><td>9 or More (20% of schools)</td><td>3</td></tr><tr><td>3 to 8 (40% of schools)</td><td>2</td></tr><tr><td>2 or Fewer (40% of schools)</td><td>1</td></tr></table> <p>The severity of incidents did not vary significantly among the three established frequency groups.</p>	Incidents in 2018-2019	Weekly Scheduled Visits in 2019-2020	9 or More (20% of schools)	3	3 to 8 (40% of schools)	2	2 or Fewer (40% of schools)	1		Complete
Incidents in 2018-2019	Weekly Scheduled Visits in 2019-2020											
9 or More (20% of schools)	3											
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2 or Fewer (40% of schools)	1											

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		<p>These new standards are being implemented by SSCI field staff. SSCI operates on a “dynamic deployment” model; therefore, the number of visits to a particular school in a given week may change, depending on the number of incidents at other schools during that week. Similarly, where a school falls within the risk-based schedule above may also change, based on the number and severity of incidents at that school. SSCI staff will review incident data and update the schedule annually before the start of the subsequent school year.</p> <p>This update also responds to the first recommendation in the Jones-Arenas memorandum, which directed that changes be implemented for the 2019-2020 school year.</p>		
11	<p>The Department of Parks, Recreation and Neighborhood Services should revise and implement additional monitoring procedures and instructions for reviewing BEST quarterly workbooks and grantee site visits to include:</p> <ul style="list-style-type: none">(a) Reviewing workbooks for duplicates and target populations served, and(b) Consistent guidelines on when grantees should be placed on corrective action plans.	<p>BEST participants are now assigned a program ID number upon enrollment that will enable staff to more easily track duplicated youth. As the Department on-boards and trains BEST Analysts, the training will emphasize how to monitor program participation in line with contracted target populations. This should be more straightforward with the updated grant agreement template already implemented.</p> <p>The Department has revised its BEST Analyst training guidelines to include clear thresholds on when grantees should be placed on corrective action plans.</p>		Complete

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13	The Department of Parks, Recreation and Neighborhood Services should revise its site visit checklist to include contracted grantee scope of work and verification of key requirements including backgrounding.	The Department has revised its site visit checklist to include lines for verifying grantees' adherence to their contracted scopes of work, as well as lines for verifying other key requirements, such as background checks for staff.		Complete
17	The Department of Parks, Recreation and Neighborhood Services should develop formal guidelines on Task Force reserve fund expenditures including, potential uses, approval process and tracking of expenditures.	The Department is drafting new formal guidelines on the use of reserve funds, which will be circulated for internal Department approval. The new guidelines are expected to be finalized and approved in January 2020.	January 2020	In progress
1	To ensure services reach highest-risk youth and further strengthen the partnership, the Department of Parks, Recreation and Neighborhood Services should work with Santa Clara County Probation to: (a) Set goals and criteria for expected referrals, (b) Report on the results and outcomes achieved and units of service provided, and (c) Amend its agreement to include all current activities performed by Youth Intervention Services.	Staff met with Probation Department leadership in May 2019 to discuss how to strengthen the referral process, expand data sharing between the two agencies, and determine what changes to the existing Memorandum of Understanding (MOU) are needed to accomplish these goals. From that initial meeting, both agencies agreed to continue discussions around proposed MOU changes. The next meeting to review these changes is slated for February 2020.	July 2020	In progress

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2	The Department of Parks, Recreation and Neighborhood Services should work with the Santa Clara County Office of Re-entry Services to establish and implement roles and responsibilities for coordination and establish a formal process for referring clients eligible for re-entry services. This could potentially involve an amendment to the current agreement with Santa Clara County Probation.	Meetings are planned with the Office of Re-Entry Services to identify, align, and coordinate roles and responsibilities that are mutually shared and/or beneficial to achieving the goals and objectives of the Mayor's Gang Prevention Task Force. From these meetings, staff plans to develop a timeline for establishing a more formal relationship between the City, Re-Entry Services, and Probation; the relationship would include a well-articulated referral process for re-entry services for young adult clients of the MGPTF who could also be receiving services from Re-Entry Services.	July 2020	In progress
6	The Department of Parks, Recreation and Neighborhood Services should identify where Youth Intervention Services and BEST grantee services overlap and develop a mechanism to increase the number of referrals between BEST grantees and Youth Intervention Service participants based on need and services provided.	Management staff for the BEST and Youth Intervention Services programs met to determine how best to make and track referrals between the two programs. As an initial step, staff has determined that additional trainings about the groups' respective services and available resources will support field staff's ability to make proper referrals. These trainings will focus on how to best address individual participant needs in the context of what programs and services the City, or its partners, have to offer. Youth Intervention Services will update its case management database to record when referrals are made to BEST agencies.	July 2020	In progress
8	The Department of Parks, Recreation and Neighborhood Services should work with the City Attorney's Office to update the current Memoranda of Agreement with school districts to include:	Of the 18 school districts with which the Department has Task Force program agreements, two have been updated, two are in the development process, and 14 are projected to be completed by the July 2020 target date.	July 2020	In progress

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	<ul style="list-style-type: none">(a) All services provided by City staff on school campuses,(b) Roles and responsibilities for City staff and school administrators, including criteria for Safe School Campus Initiative activations, and(c) Key documents that would be required to enroll participants, including parental consent forms.			
12	<p>To improve monitoring of its BEST grantees, the Parks, Recreation and Neighborhood Services Department should:</p> <ul style="list-style-type: none">(a) Require staff to perform initial site visits only for new grantees or programs and conduct monitoring site visits twice a year afterwards, and(b) Include a comparison of prior year results (on the site monitoring forms) for multi-year grantees.	<p>The Department has revised its BEST Analyst training guidelines to perform “initial site visits” only for the first year of the 2019-2022 Triennial Qualification Period. For grantees or programs that return after the first year of the Triennial Period, site visits will be conducted twice per year afterwards.</p> <p>Staff is currently drafting site monitoring forms that will include a comparison of prior year results for multi-year grantees and plans to begin using these forms beginning with the 2020-2021 program year.</p>	July 2020	In progress
15	<p>To evaluate the satisfaction of services provided to youth participants and their families, the Department of Parks, Recreation and Neighborhood Services should establish a formal mechanism for youth to provide feedback through the annual administration of</p>	<p>The Department has contracted with Social Policy Research Associates, Inc. (SPR), to create a participant survey that will collect feedback about participant satisfaction and the ability of the program to achieve its stated outcomes. The survey will be distributed to participants in BEST-funded programs beginning in fall 2019. Staff will consider how to use this survey, or another instrument derived from this survey, for use in City-funded programming. Work with the consultant on a survey for</p>	July 2020	In progress

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	<p>participant surveys. The results of the surveys should be included in the annual report to Council on Task Force activities.</p> <p>(a) Create a young adult membership and/or stakeholder position on the Mayor's Gang Prevention Task Force Policy Team and provide appropriate support to make them a successful participant. (This item, 15(a) has been added to the Audit Recommendations per Council direction on June 4, 2019.)</p>	<p>City-funded programming is under way and staff expects to have it available for participant distribution by July 2020.</p> <p>(a) This item was discussed at the MGPTF Policy Team Meeting on August 22, 2019. Staff was directed to work with the Youth Advisory Council, administered by the Santa Clara County Probation Department and Fresh Lifelines for Youth, to identify two to three youth to hold full membership on the Policy Team. The Youth Advisory Council was identified as a partner in recruiting young adults because it is able to provide the support needed for their success.</p>		
16	<p>The Department of Parks, Recreation and Neighborhood Services should monitor and report key performance measures in its annual report to the City Council and Task Force committees, including total expenditures and activities for the entirety of Task Force programs.</p>	<p>The Department will adjust its annual report to include total expenditures and activities for the entirety of Task Force programs, beginning with the Task Force report scheduled for April 2020.</p>	July 2020	In progress
3	<p>In addition to its goal of reducing youth gang violence, the Administration should determine the role of the Task Force (BEST and Youth Intervention Services) in the context of overall juvenile</p>	<p>The Department is advancing this discussion through the Task Force Policy Team. On August 14, 2019, the City Auditor presented the audit report to the Task Force Interagency Collaboration Subcommittee, and then again to the Task Force Policy Team on August 22, 2019. In leading these conversations, the Department will continue to advance its coordinative efforts with the Police Department to better</p>	July 2021	In progress

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	crimes and youth violence prevention.	identify what and how juvenile crime issues will be addressed under the Task Force's umbrella of partnerships and services.		
4	<p>The Department of Parks, Recreation and Neighborhood Services should ensure participant needs are consistently assessed by developing processes to:</p> <ul style="list-style-type: none">(a) Assess youth participants through the adoption of a standardized assessment tool to be used for all Task Force programming,(b) Create corresponding service plans based on those risk levels, and(c) Track and report enrollment by risk level including pre and post results for all Task Force services.	<p>Staff has begun the initial stages of researching and developing a standardized assessment tool that can be used across the array of Task Force programs. This is being done as a means to better align and improve services delivered to participants. The Department is already planning to evaluate assessment tools and approaches used by other violence prevention programs, such as Los Angeles Gang Reduction & Youth Development (GRYD) and Oakland Unite. In addition, the Department is considering the use of consultant services to assist with this project.</p>	July 2021	In progress
7	<p>To improve oversight and accountability of the Safe School Campus Initiative program, the Department of Parks, Recreation and Neighborhood Services should:</p> <ul style="list-style-type: none">(a) Set expectations for follow-up, referrals, and after-care	<p>With respect to Recommendation 7(b), the Department has developed a more formal review process for incident response reports. Once a Youth Outreach Worker completes a report, his/her supervisor at the Youth Outreach Specialist level reviews the report to verify that all details regarding the incident, including the threat analysis and the services provided, are captured in the report. Upon that verification, the</p>	July 2021	In progress

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	<p>activities, and review if goals were met,</p> <p>(b) Conduct a supervisory review of post-activation responses, and</p> <p>(c) Develop a review process to assess sufficiency of staff incident reporting.</p>	<p>report is forwarded to the Community Coordinator for final approval.</p> <p>Additionally, with respect to recommendations 7(a) and 7(c), the department plans to update training for SSCI staff on an as-needed basis when new issues arise in responding to incidents. This will ensure that staff have the latest tools and skills necessary to meet the goals and objectives established for the SSCI program as it evolves.</p>		
10	<p>To more clearly define expectations for Youth Intervention case management services, the Department of Parks, Recreation and Neighborhood Services should:</p> <p>(a) Define what constitutes a case management session such as one-on-one sessions, support groups, or similar activities,</p> <p>(b) Develop targets for expected number of case management sessions, and</p> <p>(c) Develop procedures to track the required number of sessions received by participants and monitor the results of individual service plan results.</p>	<p>The Department is updating elements of its case management database to better track the progress of individual clients' Individual Service Plans (ISP's). Beginning in 2020, the Department will update its case management manual to more clearly define what constitutes a case management session provided to individual clients, and to establish procedures for establishing and tracking targets for case management activities.</p>	July 2021	In progress

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14	<p>The Department of Parks, Recreation and Neighborhood Services should:</p> <p>(a) Reassess reported program outcomes and units of service for all Task Force programs, and</p> <p>(b) Re-define and annually report key program outcome measures.</p>	<p>Department staff has met to discuss how best to reassess program outcomes and measures and expects to finalize a work plan to address this recommendation by January 2020.</p>	July 2021	In progress
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