



OFFICE OF THE MAYOR  
ANTONIO R. VILLARAIGOSA

July 6, 2009

Honorable Members of the City Council  
c/o City Clerk  
City Hall  
200 N. Spring Street, Room 395  
Los Angeles, CA 90012

**Re: Office of the Mayor, Gang Reduction and Youth Development (GRYD) Status Report #2 (January 1, 2009 – June 30, 2009)**

Honorable Members:

In July of 2007, Mayor Antonio R. Villaraigosa launched his office of Gang Reduction and Youth Development (GRYD) with the primary purpose of overseeing the City's anti-gang and youth development programs. We were asked by the City Council to provide regular status reports on our activities related to gang prevention, intervention and reentry. Enclosed is the second report to the City Council for the period January 1, 2009 to June 30, 2009.

During the last six months, we successfully executed all contracts with our gang prevention and intervention providers in each of our 12 GRYD zones and non-GRYD areas. We executed a total of 32 contracts with community-based organizations. All of these organizations are currently serving youth, ages 10-15 who are at highest risk of gang joining and young adults ages 14-24 that have become involved in gangs, but have a desire to leave the gang life. In order to ensure agencies are held accountable and are meeting their contractual obligations, our Policy Analysts have conducted site visits with all gang prevention agencies and are currently providing technical assistance to agencies that require additional assistance with programmatic and/or administrative functions.

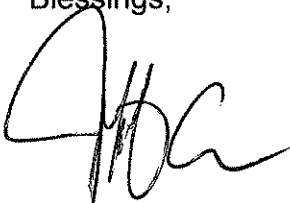
In partnership with the Los Angeles Police Department (LAPD), Ralphs Market and other donors, we coordinated the first citywide Gun Buyback Program which resulted in the collection of over 1,700 firearms from residents throughout the City. We also began the planning for the Summer Night Lights 2009 program at 16 sites throughout the City which last year, contributed to a 17% overall decrease in gang-related violent crime in the parks and surrounding reporting districts, compared to the same period during the prior year. In each of these 16 sites, we have hired 10 youth, ages 17-20, from the

surrounding community to help with outreach and program services. Lastly, I have outlined projects that are in the planning process but will take effect in the fall.

Our approach to combating gangs continues to be comprehensive, coordinated and sustained. As we head into a tough economic year, we will continue to forge partnerships with public, private, and philanthropic entities dedicated to finding innovative and effective ways to stem the flow of young people into gangs and reduce the high levels of gang violence in our communities.

I look forward to working with the City Council and our newly elected Controller and City Attorney in ensuring a safe and secure City for young people to grow and live in.

Blessings,

A handwritten signature in black ink, appearing to read 'Jeff Carr', with a stylized, flowing script.

REV. JEFF CARR

Director

Gang Reduction and Youth Development (GRYD)

RJC:mml

**Status Report**  
**(Period January 1, 2009 – June 30, 2009)**

The purpose of this report is to provide a status of program activities in the Mayor's Office of Gang Reduction and Youth Development (GRYD) for the period January 1, 2009 to June 30, 2009. During budget proceedings in June 2008, members of City Council requested the Mayor's GRYD Office provide progress reports on program activities related to the oversight of the City's gang prevention and intervention programs.

This report will provide updates on the following program activities:

(a) Contract Compliance of New Gang Prevention and Intervention Providers

(b) GRYD Evaluation

(c) GRYD Information System

(d) Youth Services Eligibility Tool (YSET)

(e) GRYD Initiatives –

- Gun Buyback Program
- Summer Night Lights
- Status of WIA Partnership
- Status of Gang Intervention Training Academy
- Safe Passages

## **A. Contract Compliance of New Gang Prevention and Intervention Services**

In the area of contract monitoring, numerous steps have been taken to ensure that services are tracked and contractors are held accountable. The general goal of the GRYD Office is to remove potential performance barriers from contractors by being responsive to their programmatic and fiscal needs. To that end, the GRYD's Fiscal Policy was developed to assist prevention and intervention contractors to better understand the Office's invoicing procedures (Attachment A). The Fiscal Policy serves two purposes. First, it is used as a reference guide to assist contractors in making key decisions when managing their cash flow or establishing fiscal policies within their own organization. Secondly, the document aims to assist contractors navigate through the GRYD's fiscal processes, such as budget approval, reporting of expenditures, and processing of payments.

The GRYD Office also developed a second document, Monitoring Policy and Procedures to formalize the Office's accountability measures such as contract compliance, site visit protocols, service performance, administrative capability, and monitoring report writing (Attachment B). This document provides GRYD staff, mainly the Policy Analyst's who are responsible for conducting contract compliance visits, with a step-by-step overview on each of the above mentioned accountability activities.

In April 2009, the GRYD Office completed monitoring site visits to all twelve (12) gang prevention contractors. The goal of these monitoring visits was to ensure that agencies were making progress towards their contractual goals under the GRYD gang prevention program and to identify areas of technical assistance. Three weeks prior to the scheduled site visits, GRYD Policy Analysts worked with contractors to finalize an agenda and schedule key personnel to interview. Below is a list of areas that were covered during the site visit:

### **Performance Review:**

- 1) Work Plan / Timeline
- 2) YTD Enrollment numbers
- 3) Program Implementation
- 4) Hiring
- 5) Location
- 6) Other - i.e, equipment purchase

### **Administrative/Fiscal Review:**

- 1) YTD Expenditures
- 2) Subcontracts
- 3) Background checks for staff
- 4) Security Clearances

#### Client File / Client Services Review:

- 1) Eligibility
- 2) YSET Procedures
- 3) Supporting documents
- 4) Data collection system

After site visits were completed, GRYD Policy Analysts developed monitoring reports that reflected the operations of the contractor, the quality and quantity of services based on information gathered on-site from direct observation, interviews and document review. This monitoring report was divided into four (4) sections:

- **Prior Issues:** describes findings and issues that are in the process of being resolved. The first monitoring report will have no findings in this section since there are no previous reports.
- **Performance Review:** reviews the progress of the contractor's work plan and timeline which includes major milestones, completion dates and deliverables. Planned progress compared to actual progress.
- **Administrative and Fiscal Review:** covers issues that speak to the administrative capability to execute all contract goals effectively. Each report focuses on a specific policy or procedure by examining the goals and strategies involved.
- **Client Services Review:** reviews how the contractor is providing services to the client and how the contractor is maintaining their case file.

Included in the monitoring reports were recommendations for corrective action, i.e., the contractor had deficiencies that resulted in non-compliance to the contract, which varied by contractor. GRYD Policy Analysts identified issues of non-compliance and made specific recommendations with deadlines for the contractor to meet.

In June 2009, GRYD Policy Analysts conducted a second monitoring visit to all twelve (12) gang prevention contractors in the GRYD Zone to coincide with the end of their first contract term. Besides following-up on past issues and providing due diligence on contractual obligations, GRYD Policy Analysts introduced the evaluation team, Harder+Company (subcontractor to the Urban Institute), to the prevention contractors. Harder+Company is assuming primary responsibility for the quality of local data collection under the evaluation component. In addition to twelve (12) site visits to GRYD Zone contractors, Policy Analysts also conducted monitoring visits to four (4) gang prevention contractors who are providing services outside the GRYD Zones.

In July 2009, the GRYD Office plans to conduct monitoring visits to seven (7) gang intervention contractors assigned to the twelve (12) GRYD Zones. Similar to the site visits in June, the Harder+Company evaluation team will be joining the Policy Analysts to gather data and information on each intervention agency. Additionally, three (3) site visits to contractors providing intervention services outside the GRYD Zone will be scheduled.

## **B. GRYD Evaluation**

Due to the nature of services designed to address gang crime and culture, the Mayor's office made it a priority to establish meaningful metrics and evaluation measures. As reported in the first six-month report, the GRYD staff established a formal Working Group comprised of researchers and evaluators from across the country, with specialized knowledge in project implementation and years of experience working with both successful and failed efforts to reduce gang crime. This Working Group provided input into the development of the Evaluation Request for Proposal (RFP) that was released on November 5<sup>th</sup>, 2008. Annual funding in the amount of \$900,000 was made available from the City of Los Angeles' General Fund and from various federal and state grants to evaluate the GRYD strategy, including intervention and prevention services provided by GRYD contractors in the 12 GRYD zones. The contract for evaluation services covers a 12 month period, beginning April 1, 2009 to March 31, 2010. The option to extend this contract for up to two additional 12 month terms is at the City's discretion and contingent upon the availability of funds.

As part of the application process for the Evaluation RFP, bidders were asked to submit a letter of intent (LOI) to bid. This step enabled the Mayor's GRYD Office to contact and convene a sufficiently sized review panel of experts to assess the proposals. LOI's were due November 14, 2008 and full proposals were due January 9, 2009 by 5:00 p.m. The Mayor's GRYD Office received LOIs from seventeen (17) organizations. Ultimately, six (6) organizations submitted full proposals by the designated deadline.

The Working Group convened on January 26 - 27, 2009 in Los Angeles, to review and recommend a bidder to evaluate both the process and individual outcomes of the GRYD program, and whether the gang reduction strategies would result in measurable and significant declines in gang related violence in the City of Los Angeles. During the review of six (6) evaluation applications, the Working Group assigned scores to each application with a maximum 100 points possible for this portion of the review. The three (3) bidders who scored the highest were then interviewed over the phone by the Working Group. The interview was given a weighted score. The following is the final ranking of evaluation applications.

AGENCY	RANKING	PROPOSAL SCORE	INTERVIEW SCORE	PROPOSAL AND INTERVIEW
Urban Institute	1st	89.75	9	98.75
Behavioral Assessment, Inc.	2nd	74	6	80
Public/Private Ventures	3rd	68.6	6	74.6
Public Works	4th	53		
KH Consulting	5th	52.6		
Antioch University	6th	47		

Based on the results of the review process, the GRYD office entered into a contract with Urban Institute beginning on April 1, 2009 to conduct a multi-year comprehensive evaluation study on the GRYD program.

The Urban Institute (UI) proposes a formative research approach and plans to conduct an evaluation that considers outcomes at both the individual level and at the community (zone) level. At the individual level, UI plans to randomly assign eligible youth in the GRYD zones to treatment and control groups. At the community level, UI's selection will be appropriately matched by comparison areas for each zone. Lastly, UI plans to incorporate a cost benefit analysis for both individual and community outcomes in order to fully inform local policy makers and practitioners of the fiscal implications of the GRYD strategies and efforts.

UI proposes to conduct separate evaluations for each of the GRYD zones and then pool the results to obtain a comprehensive GRYD assessment. Zone evaluation designs will be adapted to local contexts and needs, and will consider the impact of gang prevention and intervention services.

This evaluation will be guided by the following primary research questions:

1. Implementation fidelity to strategic plans: are the strategies and programs in the GRYD Zones doing what they are intended to do?
2. Did GRYD program components result in the hypothesized outcomes: how effective are the gang-reduction strategy and its components?

3. Formative performance measurement, benchmarking and feedback: are there early indicators to guide program modifications or required funding changes?
4. Lessons learned, zone-specific and pooled zone-wide evaluation findings: what are the indicators of success in the program and how are they measured?
5. How do the program and its outcomes change over time throughout the life of the strategy?
  - What are the levels of collaboration and partnerships among service providers and other stakeholders prior to strategy implementation and how does it change during the program period?
  - What is the role of the community in GRYD and what is their influence on the success of the strategy?
6. How cost-effective is GRYD overall, by individual zone and by each strategy component?

UI will work with key provider staff in each zone to establish timelines and benchmarks in the implementation process. UI will then identify the data collection sources such as forms or logs that are filled out regularly by each provider, documenting events such as staff meetings, trainings, and networking efforts. UI will also collect relevant program documents such as financial statements and case management files to assess dosage levels, client contact levels, case management loads, and program costs. UI will conduct periodic staff member interviews on program implementation successes and challenges. UI will also conduct focus groups with staff members to gather their perceptions on the strategy and implementation process.

To gather information on the perspectives of program participants, UI will include process questions in all interviews they conduct, including questions about the program and dosage levels. UI will conduct periodic program observations in each zone, using a standard observation protocol. These observations will take place at least once per quarter in each zone. UI will also schedule observations of individual case management efforts (e.g., intake assessment interviews, discharge interviews) quarterly in each zone with each provider. Data collection efforts will also include a review of LAPD records - incident, arrest, and calls for service data and information on CLEAR activity in each zone. Additional data will include information from case files and the LAPD gang unit. UI will also conduct interviews with officers who work in each zone to gather their perceptions on youth behavior and gang activity. UI also plans to collect school-level information such as graduation and college attendance rates and school safety measures to assess overall changes in educational outcomes.



To ensure that UI's multi-year evaluation work plan is developed using a best-practice approach in gang prevention and intervention research, an independent Working Group was formed and asked to serve in an advisory role to review plans and make recommendations to UI on a quarterly basis.

### **C. GRYD Information System**

The GRYD Office has identified a case-management and data collection system designed by Athena Software that will greatly enhance the ability of gang prevention and intervention providers to manage clients and collect data for the GRYD office. The system is a fully integrated web-based system intended for use by counseling, mental health centers and EAP providers. It aims to reduce an agency's operating costs, increase efficiency and improve customer service by integrating human resources, notes, outcome evaluation and billing into one system. The system will be called the Gang Reduction and Youth Development Information System (GRYDIS) and an expected roll-out date is planned for late summer for prevention providers and soon thereafter to intervention contractors. System implementation will include comprehensive trainings by staff from Athena Software.

Initially the GRYD Office approached the City's Community Development Department (CDD) in the hopes of enhancing the Integrated Services Information System (ISIS) to fit the Office's data collection needs. Based on feedback from current providers, most of whom were experienced ISIS users, a majority of them expressed that ISIS was prone to crashes and did not incorporate relevant program elements. ITA staff confirmed that ISIS could not be modified or adapted within a reasonable timeframe that would best serve the GRYD Office, contractors or program evaluators. Our conclusion to identify an alternative data collection system was further supported by the City Controller's Office which stated in past audit reports that ISIS had data integrity issues due to a lack of standardized protocols for providers to input client data and ensure data accuracy and consistency.

Currently, three (3) prevention contractors are serving as BETA sites for GRYDIS - the Violence Intervention Program (Ramona Gardens), Community Build (Baldwin Village), and New Directions for Youth (Panorama City). Memorandums of Understanding have been developed and signed by each of the BETA sites, clearly outlining responsibilities of all parties. These BETA sites are helping the GRYD Office identify necessary system modifications and recommendations that will improve the functionality from the user's perspective.

The GRYDIS system will have the following features:

- HIPPA security provisions that ensure the integrity of data that is accessed, stored, transmitted, manipulated, recovered and secured.
- Multiple levels of security features, which include password controls to restrict access only to authorized users. Users may be designated with a security clearance level that restricts access to information relating to only assigned cases.
- Web-based, password protected server to host the case-management and data collection system which can be accessible to GRYD Office and service providers through the internet using web browsers, e.g., Firefox, Internet Explorer, or Safari). The server will generate back-up of data on an on-going basis.
- Interactive help menus to assist users in becoming more familiar with the case-management and data collection system functions.
- Alerts, messages, reminders, home pages, web-based case files and a central scheduler ensure that all authorized staff have timely access to the most up to date information at all times.
- Tracks all invoices - including CMS-1500s / x837s, credits, adjustments, receipts, write-offs, and debits for any number of payor situations (including Medicaid, private insurers, self-pay and co-pay clients and sliding scale rates).
- Features over 100 user-configurable and industry standard reports covering everything from service utilization to accounts to human resource statistics to outcomes-based reports and demographics.

The GRYD Office will subsidize the case-management and data collection system, including all trainings and materials, for the first year of implementation beginning July 1, 2009 thru June 30, 2010. The second and third year funding for the system will be supported by each contractor using a mandatory 5% set aside from their overall budget specifically earmarked for this purpose.

#### **D. Youth Services Eligibility Tool (YSET)**

In partnership with gang researchers at the University of Southern California (Dr. Karen Hennigan, Dr. David Sloane, and Dr. Malcolm Klein) and the University of California, Irvine (Dr. Cheryl Maxson and Dr. Kirstin Morgan), the GRYD office developed the Youth Services Eligibility Tool (YSET), an assessment tool to assist community

agencies in the selection of clients at highest risk of gang activity and most appropriate for street gang prevention programming. This tool is the first of its kind in the country and will help reduce "false positives" i.e., agencies enrolling youth into programming that have a low likelihood of ever joining a gang.

Our new approach to identifying high-risk youth is consistent with a growing recognition among practitioners and researchers that overly broad inclusion of risks used to select youth for gang prevention programs can create inefficiencies and actually reduce the effectiveness of the effort. Recent program evaluations in related areas (e.g., juvenile justice) call for careful matching of the levels and kinds of risk factors present in youth with specific programs aimed at preventing these problems.

Training for Gang Prevention Staff: All Gang Prevention Case Managers have been trained to administer the YSET. The staff members are trained to conduct the eligibility interviews by our office with support from the USC team. Four large training meetings have been held throughout the City and site visits to agencies for follow-up training and assistance have been made upon request. Youth are interviewed in a private setting after written parental consent and youth assent is collected. As part of the consent process, clients are assured that their responses will be kept confidential and not shared with anyone outside of the GRYD program (ie. parent, teacher, law enforcement).

Two structured interviews within the YSET have been developed. YSET Screen 1 includes only the specific risk factors that are based on strong empirical proof. This interview is currently used to determine eligibility for the GRYD Prevention Programs. However, because we are aware that some areas of risk have not yet been thoroughly researched (related to school, community and additional family related issues), we have also developed an interview (YSET Screen 2) that we believe has the potential to improve the prediction of gang joining. Both sets of risk factors are measured for the youth enrolled in the programs and this information is provided to the prevention program staff to inform their case plans. This information will also be provided to the Program Evaluation team to be used as baseline measures against which change can be measured.

Selection of Clients: Interviews are conducted one on one by private interview or via the Audio Computer Assisted Self Interview (ACASI) system. The ACASI system is currently being piloted with five of our gang prevention agencies. In August, we expect that all 16 of our agencies will use the ACASI system as their primary mode of client selection. The face-to-face interview will remain an option for those who prefer it.

Prediction: Using the best available data, we estimate that youth with five elevated risk factors measured on Screen 1 are approximately three times more likely to join a gang than those with fewer elevated risk factors. The factors included are based on the state of knowledge available to the community of researchers focused on gang-related issues nationally. We are confident that the research behind the YSET is solid and the best available. Our research group at USC is committed to doing the empirical work needed

to improve prediction by evaluating the validity of the tool on an annual basis. A process is in place to improve the sensitivity and predictive validity of the tool concurrently.

Enrollment: As of Friday, June 26th, we have enrolled a total of **718** youth in gang prevention services across the City (enrollments began December 15, 2008). There are a total of 16 agencies currently providing services across the City. Our accumulated eligibility rate has reached 43% which means that agencies are improving their outreach strategies to focus on youth with elevated risk behaviors associated with gang joining.

## **E. GRYD Initiatives**

### **1. Gun Buyback**

In December of 2008, the Office of Gang Reduction & Youth Development (GRYD) began working on the concept of initiating a City Wide Gun Buy Back Campaign for Saturday May 9<sup>th</sup>, a date that coincided with Mother's Day. The concept was simple; secure a neutral location in the community where individuals can feel comfortable to surrender their firearms-no questions asked. In exchange, the individual would receive a prepaid Visa gift card or gift card to a local grocery chain. The ultimate reward is less guns on the street and less acts of violence within our city, especially within those communities that are affected the most.

On Saturday May 9<sup>th</sup> the GRYD office in partnership with the Los Angeles Police Department, City Attorney's Office, Los Angeles County Sheriff's Department, and community and faith based organizations organized the citywide gun buyback. A total of 19 neutral locations throughout the city were identified that individuals were able to surrender their firearms with no questions asked. The gun buy back effort exchanged 1,302 gift cards for weapons, awarding a total of \$130,200 to participants. The daylong effort collected 1,696 firearms across the city, and over 2,500 when the Los Angeles Sheriff's Department sites are included. The citywide gun buyback program rewarded the voluntary surrender of firearms, and engaged communities towards a common goal of reducing gun violence. Individuals turning in firearms received a \$100 Ralph's grocery store gift card per handgun, rifle or shotgun, and a \$200 Visa gift card for assault weapons. The event was extremely successful yielding results early on in the day exhausting the supply of gift cards. Nonetheless, individuals continued to surrender their firearms regardless of compensation.

A component of the Mayor's 2009 Gang Plan, the gun buyback program worked with gang intervention workers, as well as community and faith based organizations to heighten awareness of the dangers of firearms. More specifically, creating a grassroots targeted outreach to those most at-risk of

gangs and gun violence. At the same time, media sponsor KCAL 9/CBS 2 initiated a large public service announcement campaign to heighten the public's awareness about the dangers associated with guns and gang violence. This included a week long special segment leading up to the event, as well as event day and post-event coverage. The overwhelming response and success of the Gun Buyback surpassed expectations. The GRYD office aspires to initiate another Gun Buyback in the month of December in order to coincide with the holiday season.

## 2. Summer Night Lights 2009

A tremendous amount of planning and preparation has taken place over the last six months in anticipation of the launch of Summer Night Lights (SNL) 2009. The program will kickoff on July 8<sup>th</sup> and run through September 5<sup>th</sup>, during the hours of 7 p.m. to Midnight, Wednesday through Saturday. This year we have doubled the number of sites from 8 to 16 either inside or near one of our 12 GRYD zones.

SNL 2009 sites include:

1. Baldwin Village/ Southwest – Jim Gilliam Park
2. Southwest II – Denker Recreational Center
3. Boyle Heights/ Hollenbeck – Ramon Garcia Park
4. Northeast – Cypress Park
5. Northeast – Glassell Park
6. Florence-Graham/ 77<sup>th</sup> Division – Mount Carmel Park
7. 77<sup>th</sup> Division II – Harvard Park
8. Newton – Ross Snyder Park
9. Pacoima/ Foothill – Hubert Humphrey Park
10. Panorama City – Sepulveda Park
11. Ramona Gardens/ Hollenbeck – Ramona Gardens Recreation Center
12. Watts/Southeast – Nickerson Gardens Housing Development
13. Watts/Southeast – Jordan Downs Housing Development
14. Watts/Southeast – Imperial Courts Housing Development
15. Rampart – Edward R. Roybal Learning Center
16. Lemon Grove Park-Hollywood

The goal of SNL is to engage and provide services to potential victims, and potential perpetrators of violence in each SNL neighborhood. The project is carried out as a partnership with the Department of Cultural Affairs (DCA), Los Angeles Police Department (LAPD), Department of Recreation and Parks (RAP), Los Angeles Unified School District (LAUSD), A Better LA, and the Los Angeles Conservation Corps. The budget for this summer's program is \$2.8 million, of which \$1.4 million (50%) is being raised from private and philanthropic sources. There are three primary components to the program:

1) Youth Squad 2) Extended Programming and 3) Intervention (Cease Fire) Component.

**Youth Squads-** Youth squads are comprised of ten at-risk youth, ages 17-20, that were interviewed by an advisory group, screened by LAPD, trained by the Pacific Institute, and employed for eight weeks as outreach workers and SNL activities coordinators.

**Extended Programming-** Each SNL site is kept open from 7pm to Midnight, Wednesday through Saturday with structured sports, arts, and community engagement activities. The goal of these activities was to keep all sectors of the SNL neighborhoods engaged as a means of reducing gang related violence.

**Intervention Component-** The violence intervention component consists of "peacemakers" from each SNL neighborhood hired to negotiate and maintain cease fires in SNL neighborhoods and the adjoining areas.

Training: SNL 2009 has provided training by the Pacific Institute to all Recreation and Parks staff, as well as all interventions workers. The Pacific Institute also trained the 160 youth that were hired as part of the Youth Squad from the neighborhoods corresponding to the 16 SNL sites. In addition, 32 Site Coordinators have been hired and trained as facilitators by the Pacific Institute. These 32 facilitators will work directly with the youth squads and reinforce the Pacific Institute Training throughout the summer.

Evaluation: In addition to the traditional approach of using crime data as a tool to measure the effectiveness of the program, an additional evaluation component has been developed that will measure two areas: 1) Youth and community perceptions of a safe zone and its impact and 2) the effectiveness of the Pacific Institute curriculum on the Youth Squad's mind set and decision making.

Food: All 16 SNL 2009 sites will provide food to every participant each day. The food program is being directed by the Michael Levin Trading Company with a standardized menu, and food delivery schedule. The current plan is geared towards feeding 300 to 500 people per night with the ability to increase the food capacity based on community need. We expect to serve over 350,000 meals during the course of the summer.

#### **Crime Data: Results from SNL**

During the summer of 2008 we saw tremendous results in the parks and areas surrounding the parks.

- 17% overall reduction in violent gang related crime
- 86% reduction in gang related homicides (7 in 2007; 1 in 2008)

- 23% reduction in gang related aggravated assaults
- 45% reduction in related victims shot
- 32% reduction in shots fired

Besides the resounding success of the program evident by the reduction in gang related violence, SNL was a vehicle for community engagement, development of goodwill, and collaborative dialogue between SNL neighborhoods and the Mayor's GRYD office. Over 50,000 visits were made to SNL sites during the eight weeks, and city council offices, neighborhood councils, local merchants, faith based organizations, radio stations, and community stakeholders came together in the interest of reducing gang related violence. We believe SNL has opened the door for a broader community organizing effort, and a more comprehensive and integrated implementation of other city funded gang prevention and intervention efforts.

### 3. Status of WIA Partnership (Gang Intervention)

The Community Development Department (CDD) and the Mayor's Office of Gang Reduction & Youth Development (GRYD) began work in the Fall on developing a Memorandum of Understanding (MOU) that outlined a collaboration to deliver Workforce Investment Act (WIA) services to clients who reside within GRYD zones who are gang affiliated, ex-gang affiliated, and/or ex-offenders. The collaboration includes the referral of potential clients by GRYD office gang intervention contractors to local WorkSource and OneSource centers for enrollment in employment related services and ongoing case conferencing with WIA contractors to ensure that clients receive the support necessary to move into the work force.

The purpose of this MOU is to clarify the program services to be provided and the manner in which CDD and GRYD will provide these services, and to facilitate a collaborative relationship in order to maximize outcomes for clients who are at risk of gang affiliation, gang affiliated, ex-gang affiliated, and/or ex-offenders. GRYD and CDD identified a timeline to ensure that GRYD staff, WIA staff, and GRYD contractors are aware of collaborative responsibilities prior to implementing referral procedures.

Key components to the partnership are as follows:

- WorkSource Center staff will provide case management to referred individuals to ensure clients receive training and are placed into employment, and WIA and local performance goals are maintained.
- OneSource Center staff will provide case management to referred individuals to ensure clients are placed into employment, post-secondary education, or advanced training.

- GRYD contractors will pre-qualify, utilizing the WIA Eligibility Checklist, and refer WIA eligible clients age 17 or older from the GRYD zones.

CDD provided GRYD staff and contractors training regarding WIA program requirements in January 2009. GRYD staff also provided training to WIA staff on GRYD office goals, as well as specific information regarding working with the target population, including best practices for integrating clients into the work force in January 2009 and February 2009. WIA staff, gang intervention staff, and GRYD staff have been conducting monthly case conferencing meetings to guarantee that client referrals are being made by GRYD contractors and follow up and training is being conducted by WIA staff. The case conferencing has also allowed for staff to continue to build a collaborative relationship, as well as identify and address barriers to referrals and employment placement.

Since the initial collaboration, a total of 144 referrals have been made Citywide by GRYD contractors (gang intervention agencies) to identified WorkSource and OneSource centers. Out of the 144 total referrals, 110 are now clients who are enrolled in the WIA system, while the remaining 34 are in the intake and orientation process. Once enrolled into the WIA system, clients receive supportive services such as case management, job search assistance, educational, and financial counseling.

The collaboration between GRYD and CDD, has ensured a coordinated effort in connecting gang affiliated, ex-gang affiliated, and/or ex-offenders with employment and education assistance. The collaboration has increased follow through as well as allowed for outcomes to be monitored. GRYD contractors have begun to work closely with WorkSource and OneSource staff to identify barriers for referrals, strategies for increasing client referrals, and ensuring client compliance. WorkSource and OneSource staff are also referring previously enrolled WIA clients who are currently or previously gang affiliated to GRYD contractors for gang intervention specific services.

As a result of the collaboration, WorkSource and OneSource staff have increased contact with gang affiliated, ex-gang affiliated, and/or ex-offenders. As a result of this, the GRYD office has begun work on coordinating gang awareness training for staff. The training will be facilitated per region (South, Valley, East, West, and Central) and will be tailored to the specific gangs in the region/GRYD zone(s). The goal of the training is to provide additional insight in working with this population, as well as identify tools to increase client participation and retention.



#### 4. Los Angeles Violence Intervention Training Academy

In the period of time between December 2008 and February 2009, the GRYD Office established five areas of competency that would guide the community intervention training curriculum, as well as the professional development of intervention workers throughout the City of Los Angeles. These are: Direct Practice, Personal Development, Concrete Tasks, Broader Policy, and Applied Theory. We conducted a thorough evaluation of the curriculums developed by the Pat Brown Institute at Cal State LA, Maximum Force Enterprises, and the Advancement Project in order to evaluate elements of each curriculum that support the five areas of competency.

In early March the GRYD Office brought together Connie Rice, Susan Lee, and Ron Noblett from the Advancement Project, Pete Carroll and Brian Center from A Better LA Foundation, Aquil Bashier from Maximum Force Enterprises, Ben Owens and Jaime Regalado from Pat Brown Institute. A curriculum committee chaired by the GRYD office was established with representatives from each of these training institutes. This committee approved the concept of the five areas of competency, as well as an outline, and structure for the development of curriculum and training by the Los Angeles Violence Intervention Training Academy.

In June, the first draft of the structure of the academy, and proposed curriculum was presented and approved by A Better LA Foundation, Maximum Force Enterprises, the Advancement Project, and the Pat Brown Institute. Additional drafts have been developed and input has been received from all parties. The GRYD office expects to have a final recommended structure and a plan completed to transmit to Council within the next 30 days. The goal is to have the Academy up and running with an initial class later this Fall.

#### 5. Safe Passages Program

The GRYD office continues to work closely with our partners (CCYF, LAPD, LAUSD, and City Attorney) to develop a Safe Passages program with a community-based approach that is highly focused and targeted around a common definition with common goals and objectives. The goal is to maximize city and non-city resources within the neighborhoods and schools of Los Angeles that are at highest risk for potential safety concerns (i.e. GRYD zones). The approach will be flexible and tailored to each community's needs and realities. Our efforts will be specific in addressing the different issues faced at all academic levels, from Elementary, to Middle Schools and High Schools.

In working with our partners we have learned that, "Safe Passages" is more of a concept or definition of a type of work than a fully developed or consolidated program. While there are many different types of "Safe Passages" programs

throughout the City of Los Angeles, previous and current “safe passage” efforts operating in Los Angeles do so in an ad hoc manner both within City departments and in the local communities. Although the fundamental meaning of “safe passage” (the moving of children to and from school safely) is implied by all of the entities who sponsor “safe passage” programs or efforts, the implementation of these programs vary, and very few work in a collaborative way. There are several iterations of “safe passage” programs, but for the most part most of them are structured around two predominant “safe passage” models: 1) an inter-agency collaborative and 2) “direct service” provision as conducted by some former L.A. Bridges II programs. In an effort to build on the successes of previous efforts and having learned from their shortcomings, the GRYD office (in conjunction with our partners) will propose that the City implement the Los Angeles: Providing Access to School Safely (LA PASS) program.

The GRYD office and collaborating partners (CCYF, PLAS, City Attorney) expect to have a draft program design completed within the next 90 days and a transmittal will be submitted to Council with the draft plan.

### Conclusion

This is the second report to the members of City Council on activities within the Mayor’s GRYD office for the period January 1, 2009 to June 30, 2009. The information presented above includes both the programmatic and administrative progress made within the Mayor’s GRYD Office to accomplish our goal of implementing sound and effective gang prevention and intervention strategies throughout the City.

### Attachments:

- A – GRYD Fiscal Policy (DRAFT)
- B – GRYD Monitoring Protocols
- C – Youth Services Eligibility Tool – Screen 1 and 2

## **Attachment A**

## **Attachment B**

# **GANG REDUCTION AND YOUTH DEVELOPMENT (GRYD)**

## **FISCAL POLICY**

**JUNE 12, 2009**

# GANG REDUCTION AND YOUTH DEVELOPMENT (GRYD)

## FISCAL POLICY

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## INTRODUCTION

Welcome to the Mayor's Office of Gang Reduction and Youth Development (GRYD) and congratulations on your successful bid to provide gang prevention/intervention services to young people throughout the City of Los Angeles! The GRYD staff looks forward to establishing and nurturing a productive working relationship with you, and more importantly, working together to reduce gang violence citywide.

The purposes of this GRYD fiscal policy document are twofold. One, it will serve as a reference guide to help you make key decisions when managing your cash flow or establishing fiscal policies within your own organization. And two, it will help you navigate through the City's complex fiscal processes, such as budget approval, reporting of expenditures, and processing of payments.

The goal of the GRYD Office is to facilitate the success of its service providers, while insuring accountability through engagement, collaboration, utilization of best practices, and continuous process improvement. Ultimately, we will not reach success until we help realize Mayor Antonio Villaraigosa's vision of making Los Angeles neighborhoods safer by reducing crime and changing the conditions that result in gang violence. A solid administrative foundation will lead to success on all levels.

Again, we look forward to a productive relationship as we make the city safer for all residents of the City of Los Angeles.

# BUDGET APPROVAL

## BUDGET PACKAGE

In order for GRYD contractors to receive reimbursement, they must submit a completed Budget Package, which includes four forms (in excel spreadsheet format) along with all relevant and necessary supporting documents. An initial advance may be received prior to budget approval (details explained later). However, before the first expenditure report and cash request is processed, the budget package must be approved by the GRYD Office.

## BUDGET FORMS

Budget forms are created in Excel, and contain links that “pre-populate” other sections of the worksheets for the convenience of the user. Each worksheet is designed to serve a specific purpose, and all four forms must be completed before the budget is reviewed for approval. Included as part of the budget package are the following forms:

Budget Summary – contains summary information from the Budget Detail, the Personnel Schedule, and the Spending Plan. It breaks the budget into its major cost categories, and provides a general summary of planned cash needs during the term of the contract.

Budget Detail – provides a breakdown of costs within each of the major cost categories. It also classifies each line item into either administrative or program costs, and provides an overall total for each classification.

Personnel Schedule – contains a cost line item for each employee that will be hired by the contractor to meet the objectives of the GRYD program. It also contains calculations to help determine costs for employees who will devote only a portion of their time to GRYD activities such as an accountant or an executive director.

Spending Plan – provides an estimated month-by-month breakdown of cash needs. Each month of planned expenditures is broken down by major cost categories.



## SPENDING PLAN

The spending plan plays a critical role in the payment process. It will be used as the basis for releasing the initial cash advance payment. For agencies that require start up cash to establish their program, the spending plan will determine how much cash they receive in the first month. In addition, the amount of cash released in subsequent months will depend upon what was released in month one, hence, the importance of the spending plan.

Please take the time to calculate your realistic plan for future cash needs. The GRYD Office highly discourages the method of simply dividing the total contract amount by the number of months in the contract term. The Spending Plan is part of the latest approved budget, so it must be updated any time a budget modification is requested. It will be used to form the basis for the maximum amount of cash that can be released each month.

## SUPPORTING DOCUMENTS (BUDGET PACKAGE)

For a Budget Package to be approved, it must include relevant documents that support and provide a basis for *planned* expenditures. The supporting documents that accompany the budget package differ from those that accompany the monthly expenditure reports. The monthly supporting documents will be used to back up *actual* monthly expenditures.

Below are the required supporting documents for the Budget Package broken down by cost categories:

**General** – the following documents are required for all budget packages

**Budget Narrative**– this document must contain a description and brief justification for each line item on the Budget Detail, along with a computation.

**Cost Allocation Plan** – should include the methodology for determining allocation of costs. It is applicable when the contractor receives grant funds from various sources.

**Cost Allocation Spreadsheet** – should provide a breakdown of the cost allocation methodology as applied to expenditures across various grants/funding sources (e.g. should show staff that are working on the different funding sources).

Space Allocation Spreadsheet – also for multi-funded agencies, it should provide a breakdown of how Office/facility space is assigned. Space allocation must be consistent with the methodology used in the Cost Allocation Plan.

**Personnel Costs (#1000)** – the following documents are required for contractors planning to request reimbursement for personnel costs:

Job Descriptions/Staff Resumes – showing specific job duties and job qualifications. These documents will also be used to determine the proper qualifications needed to perform specific administrative and programmatic duties.

Organization Chart – must be current and match with the job titles listed on the schedule of personnel.

Personnel Policy – should include policies that are applied to all of the agency's employees, including policies related to cost of living adjustments (COLA) or merit increases.

Salary Range Summary – must list all job titles found in the schedule of personnel and include both entry-level and maximum pay for each job title.

**Other Costs (#2000)** - the following documents are required for contractors planning to use funds to pay for "other" operating costs:

Facility and equipment lease agreements – will serve as a basis for subsequent request for lease reimbursements. Monthly lease invoices will be compared to the contract for consistency.

Depreciation – if the building is owned by the contractor and depreciation is being used, the computation must be provided in the budget narrative. The computation shall include only the original cost plus capitalized repairs and improvements, divided by the economic life of the building. This computation is then multiplied by the percentage of space used for the benefit of the GRYD program.

Use Allowance - if depreciation is not used, then the computation includes 2% of the original cost plus capitalized repairs and improvements made to the building. This computation is then multiplied by the percentage of space used for the benefit of the GRYD program.

Consultant Agreement – also known as a Personal Service Agreement (PSA). If professional services are budgeted, a signed agreement shall be submitted. All terms of the agreement must be included and shared with the GRYD Office.

**Subcontractor Costs (#2200)** - the following documents are required for contractors planning to hire subcontractors to perform major programmatic functions:

Subcontractor agreements – must include the total contract amount, contract term, detailed scope of work, and **all** applicable City contract compliance requirements (e.g. LWO, EBO, etc.).

**Furniture and Equipment Costs (#3000)** - the following is required for contractors planning to purchase furniture and/or equipment:

All equipment purchases must be approved by the assigned GRYD Policy Analyst. All purchases are subject to the procurement rules delineated in the contract.

**Indirect Costs (#4000)** – are costs that cannot be directly assigned to a grant or specific costs objective. Please note: not all indirect costs are administrative costs. Indirect costs may also include program costs. The following requirements apply to agencies requesting reimbursement for indirect costs.

Indirect cost rate approval – a current rate approval letter from a federal cognizant agency must be submitted to the Mayor's GRYD Office. Even with approved indirect cost rate, the amount of expenditures approved under this cost category will depend on the amount of expenditures approved for its allocation base. For example, if the allocation base is personnel costs, any exceptions under the personnel cost category will result in a decrease in the amount of expenditures approved under indirect costs.

For GRYD **prevention** and **intervention** contractors, the indirect cost rate is capped at **15%**.

For GRYD **evaluation** services, the indirect cost rate is capped at **20%**.

ITEMS REQUIRING GRYD REVIEW (BUDGET DETAIL)

Certain costs will require the approval of the assigned GRYD Policy Analyst during the budget approval process. Each of these items should be addressed in the Budget Narrative. Along with the computation used to derive the line item amount, the budget narrative entry should include a clear description of the cost, along with an adequate justification. At the discretion of the Policy Analyst, certain proposed expenditures may require a separate document containing a detailed description and justification.

Policy Analyst review and approval is required for:

1. Facility leases
2. Equipment Lease
3. Equipment purchase
4. Consultants/Personal Service Contracts
5. Subcontractors

During the course of the contract term, GRYD approval is also required for:

1. New staff positions not approved in the original budget.
2. Pay Increases above the approved salary range.
3. Cost of living adjustments (should be reasonable and consistent with City's annual COLA increases).
4. Fringe Benefit increases.
5. Changes in contractual terms, including additions, deletions, or changes in the subcontract compensation amount.

GRYD retains the right to request additional supporting documents to determine justification of expenditures.

## ADMINISTRATIVE COSTS

GRYD policy requires that contractors limit administrative costs to **10%** of their total budget. Administrative costs that exceed the stated limit will require justification from the contractor and approval from the GRYD Office. Unjustified costs that exceed the cap will be withheld as a budget exception. Below is a list of costs that are defined as administrative:

1. Accounting, budgeting, financial and cash management functions
2. Procurement and purchasing functions
3. Property management functions
4. Personnel management functions
5. Payroll functions
6. Audit functions

7. Resolution of findings
8. General legal services
9. Developing systems and procedures for these admin functions
10. Oversight and monitoring of these admin functions
11. Cost of goods and services required for these admin functions
12. Travel costs for admin functions
13. Cost of information systems related to admin functions

All other costs may be considered program costs.

### UNALLOWABLE COSTS

The following costs are not allowable and will automatically be withheld as exceptions on the budget approval letter:

1. Bad debts
2. Contingencies
3. Donations and contributions
4. Entertainment (with exceptions)
5. Fines and penalties
6. Lobbying costs
7. Selling costs
8. Interest and other financial costs

### BUDGET APPROVAL LETTER

Once a budget is approved, a formal Budget Approval Letter will be issued to an agency's executive director or designated contact person. The letter will contain the GRYD program category (i.e. Intervention), contract number, contract term, amounts proposed in the major costs categories, amounts set aside as "exceptions," and explanations for each budget exception. Until an agency receives a Budget Approval Letter, the proposed budget should not be considered "approved."

Budgets may be partially approved if they lack supporting documentation and/or justification. Planned expenditures on the budget that are not approved will be withheld as "exceptions." The Budget Approval Letter will explain why exceptions were made and how these exceptions can be reversed.

Budget approval letters will also be used to approve budget modifications. All processing of payments will involve a review of the latest budget approval letter.

# PAYMENTS AND REIMBURSEMENTS

## PAYMENT POLICY

Every agency contracting with the Mayor's GRYD Office has the option to receive a cash advance upon contract execution. The initial advance will be based on the cash need for the first month according to the Spending Plan. The GRYD Office will require the contractor to complete a special bank agreement before the initial advance payment is disbursed. In summary, four conditions must exist prior to the payment of an initial cash advance:

1. Contract must be fully executed and recorded with the City Clerk's Office;
2. Draft budget must be on file with a Spending Plan that reflects the contractor's cash need for the first month;
3. Request for advance funds in the form of an official company letter; and
4. Original signed copy of the Special Bank Agreement.

The contractor may be required to open a separate depository account for advance funds in order to track interest earned. A special bank account agreement is required for all contractors to receive a cash advance. The contract will give the GRYD Office the authority to independently collect monies that the contractor is required to pay back to the City of Los Angeles.

Maximum initial advance allowable will be calculated by taking the contract amount, dividing it by the number of months in the contract term, and then multiplying that number by 2. An initial advance cannot be disbursed if less than 60 days remain on the contract. Below is the formula that can be used to calculate initial advance:

<b>Maximum Initial Advance =</b>	<b>Total Contract \$ Amt ÷ No. of Months x 2</b>
----------------------------------	--

### Example A

$$\begin{array}{lcl} \text{GRYD Prevention I} & \frac{\$416,667 \times 2}{10} = & \$83,333.40 \end{array}$$

### Example B

$$\begin{array}{lcl} \text{GRYD Prevention II} & \frac{\$500,000 \times 2}{6} = & \$166,666.67 \end{array}$$

### Example C

$$\begin{array}{lcl} \text{GRYD Intervention} & \frac{\$250,000 \times 2}{6} = & \$83,333.33 \end{array}$$

## DIMINISHED PAYMENT SCHEDULE

A diminished payment schedule will be implemented for the months following the initial advance. This will allow the GRYD Office to recover the initial payment over the course of the contract term.

Subsequent payments including funds paid to the contractor above and beyond their verified expenditures cannot exceed the payment schedule that will be calculated by a GRYD Policy Analyst or Accountant. Any excess cash balance or audit sanctions must be subtracted from this amount before it is released to the contractor.

Excess cash is defined as the amount of cash that has been advanced, but not yet expended by the contractor. This amount will affect the calculation of subsequent payments.

All allowable expenditures will be reimbursed once the Expenditure Report has been approved and processed. If the agency has incurred allowable costs above their estimated cash needs, these costs will be reimbursed, as long as the year-to-date line item expenditures do not exceed the line items in the latest approved budget.

Payments disbursed to contractors will be based on several parameters. **Planned expenditures** (i.e. cash needs) will be taken into consideration when determining

how much cash to release. The initial advance will be determined by the amount of cash needed in the first month. Cash needs will be compared to the **maximum allowed payment** for the month in question. Additionally, the GRYD Policy Analyst will take into account actual expenditures to determine if the contractor is holding **excess cash** on hand. Any excess cash will be subtracted from the planned cash need for the month. The amount of payment to be released (over and above all approved expenditures) will be the net planned cash need or the maximum allowed payment, whichever is lower.

## PAYMENT PROCESSING

All payments will be processed on a "first come, first served" basis. The sooner all required documents are submitted to the GRYD Office, the sooner the cash request will be paid. All expenditure reports and cash requests must be accompanied by full supporting documentation. Thirty (30) days will be provided to the contractor to submit an Expenditure Report and Cash Request package. Exceptions to this grace period will require written GRYD approval. Back up documents must be submitted in the same order listed on the Expenditure Report.

## CASH REQUEST FORM

The Cash Request form effectively serves as an invoice. For each cost category, the cash request includes the approved budget amount, the cash received to date, and cash requested for the month covered by the request. The bottom section of this form includes a spending plan summary, comparing actual cumulative expenditures to planned expenditures.

The processing of the Cash Request may be withheld for the following reasons:

1. The contract for GRYD services has not been fully executed.
2. Required insurance has expired and has not been renewed.
3. Major sanctions have been imposed as a result of an audit.
4. The contractor's budget has not been approved by the GRYD Office.
5. No special bank account agreement has been signed and submitted.
6. Required Expenditure Report has not been submitted.
7. Outstanding closeout issues exist (for former LA Bridges contractors)

A Cash Request can still be processed under the circumstances listed below. However, the amount of cash released may be substantially reduced if:



1. Required documentation is missing from file. This may include:
  - Personnel-related documents (see Budget Package section)
  - Facility lease agreement reviewed by GRYD staff
  - Subcontractor agreement reviewed by GRYD staff
  - Equipment approval from GRYD staff
  - Indirect Cost rate approval letter
  - Documents supporting line items on the Expenditure Report.
2. Cash request exceeds approved Spending Plan without justification.
3. Year-to-date expenditures exceed approved budget line items.
4. Cash on hand exceeds the maximum amount of payment allowed for the month.
5. Fiscal review findings have not been resolved.
6. Exceptions on the approved budget have not been resolved
7. Accounting and billing practices do not comply with GRYD Policies

# REPORTING OF EXPENDITURES

## EXPENDITURE REPORT

The Expenditure Report was designed to assist GRYD staff in monitoring expenditures being charged to the City. Its main purpose is to report cumulative actual expenditures. It will be used as both a supporting document, when the Mayor's Office reports to its funding sources, and as a monitoring tool, for policy analysts during site visits and fiscal reviews.

After the original advance is paid out, submission of this document is required before additional cash is disbursed. This report is due on a monthly basis, 30 days after the end of the reporting period.

Contractors must report actual expenditures by line items which are grouped into various cost categories. The cost categories on the report are listed below:

1. Personnel Costs (#1000)
2. Other Costs (#2000)
3. Participant Related Costs (#2100)
4. Subcontractor Costs (#2200)
5. Furniture and Equipment (#3000)
6. Indirect costs (#4000)

## Monthly Supporting Documents

The following is a list of supporting documents that must accompany the Expenditure Report (when applicable). Failure to do so may result in the withholding of a portion of the cash requested by the contractor.

1. General Ledger with relevant entries highlighted.
2. Updated Cost Allocation Plan should be submitted, if there are changes.
3. Documents that support personnel expenses include
  - a. Timesheets or payroll register as proof of paid salaries.
  - b. Computations, invoices, and proof of payment for payroll taxes and benefits
4. Documents that support operating expenses (including supplies)
  - a. Proof of payment, which can be in the form of a credit card statement, cancelled checks, receipts, etc.

- b. Receipts must show itemization, date of purchase, and form of payment
- c. Invoices must be issued by vendor, itemized, and paid within claim period.
- d. Packing slips must show itemization of delivery, shipping date (within claim period), and proof of payment

Expenditure Reports and all supporting documents must be sent to your assigned Policy Analyst in the GRYD Office.

#### SCHEDULE OF PERSONNEL COSTS (MONTHLY)

A Schedule of Personnel Costs will be submitted on a monthly basis and will provide the GRYD Office with a detailed listing of expenditures for every position in the budget. The form also breaks down the personnel costs between actual salaries and fringe benefits incurred to date.

This document plays a key role in monitoring the contractor's personnel structure for vacancies and ensures that only approved positions are being funded by the program. The contractor must ensure that all vacancies are filled in a timely manner, in order to avoid a gap in the provision of services.

## BUDGET MODIFICATIONS

All proposed budget changes must be sent to the assigned GRYD Policy Analyst and be approved by the GRYD Office. A copy of the latest budget or modification approval will be filed internally at the GRYD Office. The budget approval consists of the approval letter, along with copies of the approved Spending Plan, Budget Detail, Schedule of Personnel, and Budget Summary. Copies of all budget approvals and modification approvals will be sent electronically to the contractor.

The GRYD policy limits the number of budget modification requests that can be submitted during the year. The maximum number of budget modifications allowed is **two per contract period**. This rule does not apply when the modification involves only a change in the spending plan. A contractor is also allowed to make an unlimited number of changes to their budget prior to the initial budget approval.

The final request for budget modification must be received at least 30 days before the end of the contract term. It is the agency's responsibility to make sure the request has been received by the GRYD Office.

All requests must include detailed descriptions for every line item change, along with written justification and new computations for proposed changes. Agencies are encouraged to submit a spreadsheet outlining each change and to include a sum total of all changes. Each modification is subject to requests from the Policy Analyst for supplementary supporting documentation, more detailed descriptions, or additional justification.



# **MONITORING PROTOCOLS**

Mayor's Office of Gang Reduction & Youth  
Development

This document provides an overview of the roles and responsibilities for Policy Analysts while conducting regularly scheduled site visits for prevention and intervention contractors

**4/17/2009**

## INTRODUCTION TO THE GRYD OFFICE

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It's rare that an individual arrives at the GRYD Office ready to become a Program Analyst. There's no single degree that confers the title, no previous job requiring the same exact skill set, and probably no way to train in advance for the range of tasks and responsibilities that come with the job. At the GRYD Office, individuals represent an array of professional and educational backgrounds, and bring their own practical and academic experience to the position. As a result, the Office is blessed with a diverse group which has the undaunting task of reducing gang violence citywide.

There are essentially four levels at which we operate:

1. Mayor/Departmental
2. GRYD (All Staff including Program Managers)
3. Planning & Administration (us as a whole)
4. Community (Site) Level

Work at each level requires a slightly different approach. Keep in mind that you need to operate at all of these levels, often simultaneously, and that your effectiveness at each level will determine how successful you are in your work (and ultimately how successful the Mayor and GRYD Office are too).

## WHO WE ARE AND WHAT WE DO

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The Policy Analyst oversees administrative functions, including oversight of contracted service providers in the assigned GRYD zones, as well as the development and implementation of GRYD administrative policies and procedures. The Policy Analyst will also ensure program efficacy, assist in program administration and grant compliance, and report program outcomes. Specific duties include:

- ✓ Coordinating and providing logistical support for the procurement of GRYD contractual services, which includes intervention, prevention, and non-GRYD zone gang reduction services. Providing administrative support during bidder conferences, reviewer training sessions, consensus meetings, and site visits.
- ✓ Contract management and oversight, including contract negotiation, work plan development, and execution of new contracts, contract renewals and contract amendments. Securing approvals and coordinating with the Mayor's Legislative team to ensure that contracts are processed and executed in a timely manner.

- ✓ Analysis and preliminary approval of expenditure reports and budget modifications. Ensuring that all budgets include all necessary back up documentation and that all expenses are allowable and reasonable.
- ✓ Preliminary review of cash requests and expenditure reports. Ensuring that expenditures are allowable and meet GRYD program objectives.
- ✓ Scheduling, and conducting routine site monitoring visits with contracted partners. Providing clear instructions regarding site monitoring visits to avoid confusion.
- ✓ Drafting and issuing site monitoring and technical assistance reports. Determining specific actions that are required to resolve outstanding contract related issues. Following up on all issues documented in the reports.
- ✓ Requesting, approving, and monitoring corrective action plans when necessary.
- ✓ Working with Program Managers to identify GRYD zone needs or potential issues related to contractor performance or compliance.
- ✓ Drafting and submitting grant related reports. Coordinating with the Mayor's office of Homeland Security and Public Safety's Grants Unit to ensure timely submission of reports to respective grantors.
- ✓ Maintaining and updating the GRYD contract filing system. Filing updated compliance documents, correspondence, and program reports. Organizing scanned documents, electronic templates, and boilerplates in the appropriate shared drives.
- ✓ Providing technical assistance to contracted partners when necessary, via training, site visits, and conference calls. Reporting on the results of these meetings, need for additional training, unanswered questions, or special requests.
- ✓ Observing and reporting the outcomes of City Council Meetings and Council Committee meetings, including the Ad Hoc Committee on Gang Violence and Youth Development, Budget and Finance Committee, and Public Safety Committee.
- ✓ Facilitating special meetings or conference calls between the GRYD Office and service providers. Troubleshooting potential issues, negotiating contractor requests, and resolving compliance problems.
- ✓ Attending special events sponsored by service providers, on behalf of the GRYD Office.
- ✓ Conducting research projects related to reports issued by the GRYD Office. Coordinating with the Mayor's Legislative team to ensure that all appropriate approvals have been secured so that transmittals are released in a timely manner.

- ✓ Disseminating information to assigned GRYD service providers, including directives, policy amendments, program updates, special announcements, etc.

A Policy Analyst wears many different hats and plays many different roles—both within and across projects, and within and across teams. You are likely to be:

#### Generalists

You need to know “a little bit about a lot of things.” You may have arrived at the GRYD office with content expertise in one area or another, but you will often realize that you’ll be expected to develop both content (think about data, e.g., number of gangs in LA; gang crime statistics in the Watts GRYD Zone; Mayor’s Villaraigosa’s view on gun control) and process expertise across a whole host of areas (think about RFP process: how to post on BAVN; how to execute a contract). This keeps the job interesting and makes us much more effective.

#### Communicators

You hold a unique position representing the Mayor and the GYRD Office when you are in the community (also how you appear in our external communications – emails). You have to be able to speak and write effectively—communication is key! **You need to be able to “code switch,” becoming equally comfortable with executive directors, government officials at different levels, community residents, program managers, volunteers, young people, and others.**

#### Translators

You link government to the community (contractors, schools, cbo’s, etc). You interpret data and findings to our contractors, as well as, funder expectations, rules, regulations, requirements, and other city regulations. You also report back to our teammates, Program Managers, and Management. You translate your observations into different products such as memos, reports, funder reports or council reports.

#### Team Players

Your work is rarely done in isolation. Each staff member is likely to play a range of roles across teams and projects—managing one, playing a supporting role in another, etc. **The ability to be flexible regarding the role you are expected to play across projects is an essential part of this job. The team resides at the heart of every project, and how effectively it operates will determine, in large part, the success of a project.**

#### Relationship-Builders

This is related to the team discussion above as well as to the work you do in the community. Not only do you have to have good relationships with individual teammates to ensure open communication, trust, and a sense of shared responsibility for the projects you work on, but also you have to have solid relationships with the individuals at each of the sites which you are assigned. In order to establish and feed these relationships, you need to be able to do all of the things noted above.



## HOW WE DO IT

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Through the monitoring of our GRYD contractors, we seek to accomplish several key objectives both in terms of supporting the sites and contributing to knowledge about the capacity of their collaborative to effectively serve youth at the highest risk of joining gangs. Among the things we (will) do:

- ✓ Provide assistance and support to GRYD collaboratives seeking to enhance and expand their efforts on behalf of the “hardest to serve” young people in their communities;
- ✓ Assess progress on a regular basis, checking each site’s workplan against reality, determining what contributed to successes and challenges, identifying ways to make necessary modifications, and supporting those efforts;
- ✓ Conduct site visits, attend and observe meetings, meet with key players, etc. Each site may present a different set of needs and challenges—some may require more frequent on-site assistance, others may need more frequent phone or email support. Flexibility around this will be essential;
- ✓ Complete site reports (which should be developed and distributed to the Program Managers as well as senior staff) shortly after each visit;
- ✓ Regular meetings with the team (both PA’s and PM’s) will provide us with the opportunity to share notes, exchange strategies, and keep each other updated of what is taking place at the sites that we’re responsible for. It is also a way to ensure that what happens at one site helps to inform what’s going on at the others.

## CONDUCTING SITE VISITS

---

What follows are some general guidelines to consider (and that may influence your work) when you are on-site.

### What is the External Context of the GRYD Zone?

- |   |  |
|---|--|
| ▪ What else is going on in the community? | ▪ Who lives there?   |
| ▪ Programmatically?                       | ▪ What is the socio-economic status of residents?              |
| ▪ Politically?                            | ▪ How have other youth-serving programs fared over time there? |
| ▪ What does the community “look like?”    |  |

#### Internal Capacity:

- What kind of experience does the contractor have in the “gang prevention” area?
- What is their reputation?
- What are the reputations of key staff members?
- Who’s not in the mix but might be a helpful ally? (consult PM’s)
- What does their workplan look like and what will it take to execute it?
- To what extent are their systems in place (fiscal, administrative, managerial, etc.)?
- How prepared are these sites to make necessary changes?

### **SITE VISIT OVERVIEW**

---

The contract monitoring process includes the following steps: *preparation, data collection, data analysis, conclusions and report writing*. Whether monitoring is conducted as part of a regularly scheduled review or as a result of a specific allegation or complaint, careful preparation is essential.

The major areas of preparation are:

- Performing a Desk Review that includes an analysis of the service provider’s contract, former monitoring reports, audits and invoices; and
- Notifying the contractor of the impending monitoring visit.

The site visit includes Entrance and Exit interviews, and incorporates the following elements of data collection:

- Follow-up to previous corrective action plan and fiscal review;
- On-site document/file review; and
- On-site interviews

Based on the data collected during the site visit, the Policy Analyst prepares a written report detailing the conclusions which may include a follow-up status report to a previous site visit, a request for corrective action and a summary of technical assistance given during the site visit.

### **A. SITE VISIT PREPARATION**

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The planning and preparation of the site visit begins with a Desk Review. To effectively monitor a program, the Policy Analyst must be fully aware of all elements that are involved. To ensure that the objectives of the site visit are met the Policy Analyst should make a thorough review of the following items:

- Work Plan;

- Past monthly reports to determine the performance of the contractor - how well the contractor is meeting program and financial goals and where there may be deficiencies. The monthly report is symbolic of a report card and should reflect the strengths of those areas where improvement is needed;
- Other pertinent documents such as the status of insurance, affirmative action report, and any other requirements or correspondence that impacts eligibility; and
- The budget expenditure plan, cash request and audit reports, when applicable. The Policy Analyst should also consult with the Accountant(s) and Program Managers to determine if there are any outstanding issues.

Following the Desk Review, the Policy Analyst is aware of those areas that need attention and is better prepared to conduct a site visit.

## **B. ACTION PLAN AND TIMELINE**

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Clear your calendar for at least one day for the site visit. Preferably do not schedule the visit just before or just after any holidays or weekends (MONDAY not encouraged), as the people you want to meet with may be unavailable. You may also want to share the date and your schedule with the Program Manager.

Email/call the contractor two weeks prior to schedule the site visit. Ask the contractor to assist you in developing the agenda for the day which will include scheduling time for you to speak with clients, partners and/or board members.

To better familiarize yourself with the organization, you may want to conduct online research to better understand the contractor's mission and available programs. It will be helpful to know the background and history of the agency.

### **1. Three weeks before the visit**

- Review the current the contract, especially Section II: TERM AND SERVICES TO BE PROVIDED. Be very clear on the contractor's obligations, their proposed services, enrollment goals, how they manage their subcontractors, etc. As a Policy Analyst, you should be the EXPERT on the contract.
- Review their work plan and expenditure plan/budget, most recent invoice(s). Are there any pending fiscal issues?
- Review their latest number of enrollees in the program? Review their YSET eligibility results which include # eligible, # pending, # ineligible, # incomplete, and # being challenged (appealed). Be prepared to help the contractor develop an enrollment timeline that would achieve contractual goals.

- Review the following:
  - Latest program site visit report
  - Most recent audit report/review. Talk to the Accountant to ask if there are any pending fiscal issues or past issues, i.e., LA Bridges I and II.
  - Signature files - who is allowed to sign contracts binding the contractor and for what amounts?
  - Is anything close to expiring, such as their insurance coverage or the roster of the Board of Directors?
  - Any other correspondence that affects/impacts contractor eligibility.

2. Two weeks before the visit:

Email a Site Visit Letter to the contractor, include:

- Synopsis of information on what you will be reviewing
- Staff you would like to interview and topics
- Any outstanding issues, so they can prepare backup documentation and necessary materials ahead of time. By giving the contractor advance notice you will help avoid an atmosphere of distrust on the contractor's part.
- A blank schedule for the contractor to fill out based on your site visit needs.

3. One week before the visit

- Email the contractor and ask if they have any questions about topics or time frames discussed in your email
- Confirm the site visit agenda (after interviews have been confirmed)
- Develop questions for your site visit
- Put together a "mobile" monitoring file that will include
  - Checklist of items you want to cover
  - Work Plan and Budget
  - Interview questions for each "constituency (management, client, board, etc.)"

## C. SITE VISIT

---

After a Desk Review has been completed and the contractor has been notified of the upcoming site visit, the Policy Analyst is ready for the site visit. In general, any document review (client file) activity should precede participant, customer and service provider interviews.

Upon arrival at the agency (BE ON TIME), observe the program operations and verify that services are being offered. The Policy Analyst should be prepared to answer the following questions based on observation:

- Are the services being provided as stated in the contract?

- Are there any changes in the provision of services (i.e., time of operation, staffing problems, change in management, change in subcontractor)? If so, did the contractor inform the GRYD office in writing regarding the issues?
- Are appropriate staff in place, both administrative and operational, to ensure the success of the program? For example, do they have a data collection person in place? Do they have the requisite intervention staff hired?

### 1. Entry Meeting

At this meeting, the Policy Analyst should meet with the contractor's Executive Director and/or designated representative and explain the purpose of the site visit, schedule of activities (review the agenda together), and the estimated time to be spent on-site.

### 2. Follow-up to Previous Corrective Action Plan and Fiscal Review

The Policy Analyst should always follow-up on any outstanding issues and/or implementation of any corrective action plan requested in previous site visits and/or fiscal reviews.

### 3. On-Site File Review/YSET supporting documentations

A review of files is conducted to validate various areas of administrative, fiscal, and program compliance with contractual requirements. Familiarize yourself with the administrative and fiscal operations of the contractor by asking to review staff files (background checks, TB test), spending plan and current expenditures. The purpose of a participant file review is to confirm the client's eligibility into the program which includes: age, residence/presence in the GRYD Zone, and YSET supporting documentation.

File reviews contain participant information that may be more accurate than other sources of data. Data is entered into the participant files as services are provided. Generally, file information is contributed by more than one staff person (one or more organization). For these reasons, the overall participant file may prove a more complete and accurate picture than any single interview process.

For example, a Policy Analyst may review a representative sample of participant files and match the finding with the monthly report. A review of the files will enable the Policy Analyst to determine if eligibility requirements are being met. It also provides information on how well the files are being maintained; the quality of the reports on a client and the accuracy of data that is being maintained.

Note: as more agencies go "paperless," information and data collection will be stored on file servers. The Violence Intervention Program in the Ramona Gardens GRYD Zone and New Directions for Youth in the Panorama City GRYD Zone are testing the GRYD's case-

management/data collection system (GRYDIS). However, agencies will still have client files that will have information that is printed from the database. It will be important to understand how each contractor (and its collaborative partners) is transitioning to the use of the new data collection system.

#### 4. On-Site Interviews

The purpose of interviews is to gather and determine if the statements of contractor's staff, partner organizations providing services and youth receiving services reflect compliance with the contract regulations. Interviews also help verify the quality of services that are being provided by the contractor and its collaborative partners. Interviews are important sources of information because they give the Policy Analyst an opportunity to obtain direct, positive, and personal observations of specific conditions or behaviors that indicate compliance.

Through a file review and interviews of staff and clients, the Policy Analyst shall be able to answer to the following questions:

- How are clients being served by the GRYD collaborative?
- Are the services being offered leading to a reduction of the 6 risk-factors (prevention)?
- How is this being measured?
- Is the contractor behind in its enrollment goals?
- What corrective action plan is needed to meet the goals?

#### 5. Exit Meeting

The Policy Analyst should conduct the exit meeting at a time and place previously agreed upon at the entry meeting. The exit meeting serves to inform the contractor of the results of the site visit and what, if any, corrective action should be done. It provides the contractor with an overview of the preliminary findings in order to make it possible to begin corrective action immediately.

The intent of monitoring the contractor's performance is to ensure compliance with the contract, protect the City's interest, and assist the contractor and its clientele to the greatest extent possible. The Policy Analyst discusses the findings with the contractor personnel and should present the documented findings and provide the contractor with an opportunity to explain, question, discuss, and/or correct the findings. This includes current and pending issues, and problems that may affect the contractor's performance.

#### Make sure to:

- Compliment them at this point, too, especially if they are doing well!
- Ask if the staff has any questions or concerns.
- Thank the parties involved for their cooperation.

## D. THE MONITORING REPORT

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The Policy Analyst will use the GRYD's site visit report to summarize findings, requests for corrective action and technical assistance provided.

### 1. Report Format

The report template will reflect the operations of the contractor, the quality and quantity of services based on information gathered on-site from direct observation, interview and document review. The report is divided into four (4) sections:

- **Prior Issues:** will describe findings and issues that are in the process of being resolved. The first monitoring report will have no findings in this section since there are no previous reports.
- **Performance Review:** will review the progress of the contractor's work plan and timeline which includes major milestones, completion dates and deliverables. Planned progress will be compared to actual progress.
- **Administrative and Fiscal Review:** will cover issues that speak to the administrative capability to execute all contract goals effectively. Each report will focus on a specific policy or procedure by examining the goals and strategies involved. The Policy Analyst will conduct interviews with key staff as well as review supporting documentation.
- **Client Services Review:** will review how the contractor is providing services to the client; how the contractor is maintaining their case file.

### 2. Corrective Action and Follow-up

If the recommendation calls for correction of action, i.e., the contractor has deficiencies that result in non-compliance to the contract, specify the corrective action required and a schedule for implementation. Whether the purpose of the monitoring is to assure compliance to legal requirements, efficiency in cash management or improved program quality, follow-up with the contractor where corrective actions are needed.

### 3. Technical Assistance

Corrective action frequently requires technical assistance from the Policy Analyst who has a knowledge and understanding of the contractor's strengths and challenges. Combining technical assistance while on-site also has the advantage of getting the most out of the Policy Analyst's time during a site visit.

## E. TIMELINE FOR POST-SITE VISIT ACTIVITIES

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Within one week after the visit:

- Prepare any necessary documentation
- Write up the results of your visit and note corrective actions to be taken, if any
- If there is a need for recommendations or corrections with corresponding timeframes, act in direct proportion to the severity of the infraction.
- If there are major problems, advise your supervisor prior to any action.
- If fraud/abuse, report to your supervisor.
- Attempt to resolve the problems or brainstorm possible solutions with your team (other policy analysts, program managers, accountants, etc.)

Within 10 working days of the visit:

- Email a draft copy to the Program Manager – Set-up a meeting to go over any specific findings with her/him.
- Finalize the monitoring report and email a scanned copy to the contractor.
- Make sure to make a copy for the hard file and electronic file (L:DRIVE).
- If there are corrective action plans, BE SURE to track them with the contractor.
- Contact the contractor if you have not received proof that the corrective action has been taken.



### WARNING FLAGS

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Conclusions are formed from an integration of the data (Desk Review, file review, and interviews), not from one source. Sometimes the data is an indicator or early warning flag of a potential problem with the contractor's ability to meet the contractual program and/or administrative requirements. The following is a list of indicators that will help you identify contractors who have problems.

#### 1. Program Review Findings

- **High Expenditures/Very Low Performance** - there should be a direct correlation between expenditures and the delivery of service. If the contractor is submitting high expenditures but with low performance, this should serve as a signal to the Policy Analyst to review the activities of the agency. There should be a justification for the high expenditures- what items are they spending funds, aside from fixed expenditures (salaries, facilities, utilities). A contractor in trouble frequently requests a cash advance, does not have sufficient operating funds, and is always in a rush to receive the monthly check.
- **Poor documentation of Participant Service Level** - the GRYD requires up-front documentation of a participant's eligibility for the program- YSET supporting



documents. If the contractor does not maintain proper documentation of the services being provided to the participant, then the Policy Analyst should conduct a participant file review and/or staff interviews to determine the level of services being provided by the contractor.

- ***Complaints received from participants, agency's personnel, subcontractor, vendors*** - there are occasions when a Policy Analyst receives complaints from participants, agency personnel, subcontractors and vendors. These complaints should be closely monitored and investigated depending on the type of complaint. For example, if a subcontractor is complaining of non-payment by the contractor, and the invoice of the contractor showed that a bill for the subcontractor was submitted and paid by the City, then the Policy Analyst should find out what happened to the money and a corrective action should be taken to ensure that the money is properly used for its intended purpose.

## 2. Fiscal Review Findings

- ***No cost allocation plan*** - The absence of a cost allocation plan will affect the charging of expenditures to various contracts and funding sources. There is a possibility that one contract or funding source can be overcharged while the other contracts or funding sources will bear understated expenses. A written cost allocation plan should be prepared by the contractor to properly allocate its expenditures.
- ***Improper charging to Administrative and Program Expenditures*** - Expenditures directly related to accounting, budgeting, human resources, auditing and financial management functions shall be charged to administrative expenses and the rest of the expenditures are to be charged to program. If expenditures are improperly charged, there is a possibility that a contractor will exceed the Administration cap which will result in disallowed costs. A clear definition of what are Administration costs and Program costs for each grant should be emphasized to the contractors to avoid this problem.
- ***Non-payment of late payment of payroll taxes*** - Payroll taxes, both Federal and State, shall be paid on a timely basis. Non-payment of payroll taxes will result in the issuance of notice of levy by both the IRS and EDD which will in effect affect the operations of the contractor because the City will be forced to hold any payment due to the contractor and remit the money to the government. During the fiscal review, the Auditor or Accountant should always check the remittance of payroll taxes.
- ***Non-payment or delayed payment of salary*** - This is a very serious problem because it will affect the operations of the contractor. Employees who are not receiving their salaries or receive their salaries late will not render service to the contractor and this will jeopardize the implementation of the program. During fiscal review, payroll

register, timesheets and cancelled checks should be reviewed to find out whether salaries are being paid on time.

- ***Unsupported Disbursements*** – Every disbursement should be supported by documents showing the nature of the expenditures and evidence that service or goods have been received. Any disbursement without supporting documents will result in disallowed costs.
- ***Billing of expenditures based on budget*** – Some contractors bill the City on the budget and not on actual expenditures. For some contractors, they use the budget to bill their expenses in order to receive their money on time. The absence of books of accounts will result in disallowed costs because financial transactions cannot be audited.
- ***Charging rent to facility or equipment the contractor owns*** – A contractor cannot charge rent to a facility it owns, but instead should charge depreciation or use allowance. During the fiscal review, the Auditor should look into the lease agreement to determine the owner of the property.
- ***Conflict of interests*** – During the fiscal review, the Policy Analyst should inspect corporate documents such as the composition of the board of directors and minutes of board meetings. There are cases where the Chief Executive Officer or Executive Director is also a member of the Board. Under the contract, the contractor may not employ a member of the board. This will result in a disallowed cost of salaries and other related expenses for such board member and officer.

## REPORTING FRAUD AND ABUSE

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Fraud and abuse are the questionable activities, including allegations, of criminal fraud, waste and abuse of federal grant funds given to the contractor by the City of Los Angeles. Fraudulent activities are those activities that result from willful or conscious wrongdoing that adversely affects the government's interests.

**Procedure:** Through monitoring of systems and program activities, the Policy Analyst can identify potentially questionable activities. The Policy Analyst is not a criminal investigator and should not continue to investigate any questionable activity in which there is suspicion of criminal intent to deceive (defraud) the government. These cases should immediately be referred to the supervisor. The following procedures should be followed:

- To protect the rights of all involved, do not make accusations. The Policy Analyst should make copies of the suspected records to take back to the office. Do not discuss the suspected fraud or abuse with the contractor.

- As soon as possible the Policy Analyst should contact their supervisor to inform him/her of the details. The Policy Analyst should conduct the exit conference, but should not mention the suspected fraud or abuse at this time.
- The Policy Analyst should not take any further action or collect any further documentation related to the suspected fraud and abuse unless so directed by the supervisor. The Policy Analyst must prepare and submit an "Incident Report" memorandum on the situation for the supervisor to review. This report will be submitted to the Deputy Director and City Attorney as appropriate.
- All documents relating to fraud and abuse situations should be filed separately, under lock and key, until they are turned over to an Investigator.

## **THE RELATIONSHIP BETWEEN POLICY ANALYSTS AND PROGRAM MANAGERS**

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The structure of the GRYD Office allows us to do the work we do both at City Hall and in the community. We are two groups working as a single unit: Policy Analysts and Program Managers. This "division of labor" is complimentary to each other's function as much as it is reflective of our own individual skill level.

1. **Have regularly scheduled team meetings**  
Meet regularly to share information and ideas and to make joint decisions about those issues that impact both teams. Schedule meetings to allow sufficient time for in-depth discussions about the overall experiences of the site visit as well as to review any report together.
2. **Communicate about the budget**  
It is essential to communicate between teams about issues that affect the budget. For example, staffing or sub contractor issues can have implications for the overall budget.
3. **Identify where and how PA and PM can inform each other's reports.**  
Policy Analysts and Program Managers inevitably bring different perspectives to their work and generate different kinds of information. All reports will be stronger by incorporating both perspectives.

## **Attachment C**

**SCREEN 1: Youth Services Eligibility Interview**

(Interview Version: not formatted for self administration)

**PLEASE PRINT IN BLACK INK**

ID NUMBER \_\_\_\_\_

INTERVIEWER \_\_\_\_\_

**REFERRAL SOURCE: (CHOOSE ONE)**

\_\_\_\_ school counselor    \_\_\_\_ other school    \_\_\_\_ church    \_\_\_\_ parent/walk in  
\_\_\_\_ probation    \_\_\_\_ law enforcement    \_\_\_\_ other please specify: \_\_\_\_\_

LOCATION OF INTERVIEW: \_\_\_\_\_ (do not give address e.g., "youth's home")

**READ AND RECORD RESPONDENT'S ANSWERS TO THE FOLLOWING:**

Current or last completed grade in school is: (circle one)

5<sup>th</sup>    6<sup>th</sup>    7<sup>th</sup>    8<sup>th</sup>    9<sup>th</sup>    10<sup>th</sup>

Sex:    boy    girl

Age:    10    11    12    13    14    15

Please read these choices and ask the youth to indicate which describes him/her.  
Circle YES for all that apply and allow the youth to give more detail where indicated.

Are you African American / Black?    0 No    1 Yes

Are you Latino / Hispanic?    0 No    1 Yes, specify \_\_\_\_\_

Are you Asian / Pacific Islander    0 No    1 Yes, specify \_\_\_\_\_

Are you White / Anglo    0 No    1 Yes

Other    0 No    1 Yes, specify \_\_\_\_\_

Where were you born? \_\_\_\_\_

Today's date is: \_\_\_\_\_

\*Six months ago was : \_\_\_\_\_

(\*NOTE TO SCREENER: Please help the youth think back to the time six months ago because this will come up in the questions. Please help the youth think of a frame of reference for this time. For example you might observe that six months ago was: "around the time school was out" or "around the 4<sup>th</sup> of July" or "just after Thanksgiving" or "at the beginning of the school year" or some other time frame that might be meaningful to the youth. This is very important for the reliability of answers that ask you to think back over the last six months.)

The reason for this survey is to find youth who might want to participate in a new city program. The program was designed to help young people develop successfully and keep them out of gangs. This survey will let us know if our free program will be helpful for you. This is not a test, and there are no right or wrong answers. All you have to do is answer honestly. The answers you give will stay private.

Here are ten statements that may or may not describe you. Let us know if the statement describes you or not. For example, if the statement says: I get along better with adults than with people my own age, you can answer by using these choices: Always, often, half the time, rarely or never.

1. I try to be nice to other people because I care about their feelings.

1 always      2 often      3 half the time      4 rarely      5 never

SHOW CARD 1

2. I share things like food, pens or pencils or other small things with other people.

1 always      2 often      3 half the time      4 rarely      5 never

3. I get very angry and "lose my temper" (yell or get mad).

5 always      4 often      3 half the time      2 rarely      1 never

4. I am helpful if someone is hurt, upset, or feeling ill.

1 always      2 often      3 half the time      4 rarely      5 never

5. I do as I am told.

1 always      2 often      3 half the time      4 rarely      5 never

6. I try to scare people to get what I want.

5 always      4 often      3 half the time      2 rarely      1 never

7. I am accused of not telling the truth or cheating.

5 always      4 often      3 half the time      2 rarely      1 never

8. I offer to help parents, teachers, or children.

1 always      2 often      3 half the time      4 rarely      5 never

9. I take things that are not mine from home, school, or elsewhere.

5 always      4 often      3 half the time      2 rarely      1 never

10. I am kind to younger children.

1 always      2 often      3 half the time      4 rarely      5 never

**A. SUM RESPONSES TO 1 thru 10**

**TOTAL A. \_\_\_\_\_**

Next I'd like you to tell me how frequently you have done the following things over the last six months. For example, if I read the statement: "I talk to my friends on the phone after school." You answer how frequently you have done this over the last six months.

**Choose:** always, often, half the time, rarely or never.

11. When I go out, I tell my parents or guardians where I am going or leave them a note.

1 always      2 often      3 half the time      4 rarely      5 never

12. My parents or guardians know where I am when I am not at home or at school.

1 always      2 often      3 half the time      4 rarely      5 never

13. My parents or guardians know who I am with, when I am not at home or at school.

1 always      2 often      3 half the time      4 rarely      5 never

14. I know how to contact my parents or guardians when they are not at home.

1 always      2 often      3 half the time      4 rarely      5 never

**B. SUM RESPONSES TO ITEMS 11, 12, 13, 14**

**TOTAL B. \_\_\_\_\_**

ID \_\_\_\_\_

Version, dated MAY 22, 2009

For the next questions, I want you to think about a whole year instead of the last six months. Sometimes things happen in young persons' lives that are important and serious. Tell me if any of these things happened to you in the last year.

0 1

SHOW  
CARD 2

15. Did you fail to go on to the next grade in school or fail a course in school? No Yes
16. Did you get suspended, expelled or transferred to another school for disciplinary reasons? No Yes
17. Did you "go out" on a date with a boyfriend or girlfriend for the very first time? No Yes
18. Did you break up with a boyfriend or girlfriend or did he or she break up with you? No Yes
19. Did you have a big fight or problem with a friend? No Yes
20. Did you start hanging out with a new group of friends? No Yes
21. Did anyone you were close to die or get seriously injured? No Yes
22. Did anything else happen to you over the past year that made you very nervous or was very upsetting to you? No Yes
23. If yes, briefly describe what it was: \_\_\_\_\_

**C. SUM RESPONSES**

TOTAL C. \_\_\_\_\_

I'm going to read several statements. Please tell me how well the statement describes you. For example, if the statement is: "I am very good at playing sports," tell me how *strongly you agree or disagree* that this statement is true for you.

SHOW CARD 3

**Choose:** strongly agree, agree, neither agree nor disagree, disagree, or strongly disagree.

24. I like to test myself every now and then by doing something a little dangerous.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

25. Sometimes I like to do something a little dangerous just for the fun of it.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

26. I sometimes find it exciting to do things that might get me in trouble.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

27. Excitement and adventure are more important to me than being safe.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

**D. SUM RESPONSES TO ITEMS 24 THRU 27**

TOTAL D. \_\_\_\_\_

28. I often do things without stopping to think if I will get in trouble for it.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

29. I think a lot about getting ready for my future.

1 strongly agree    2 agree    3 neither agree nor disagree    4 disagree    5 strongly disagree

30. I care more about what happens to me now than what might happen to me later.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

31. I like to have fun when I can, even if I will get into trouble for it later.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

**E. SUM THE RESPONSES TO ITEMS 28 THRU 31**

**TOTAL E. \_\_\_\_\_**

32. It is okay to tell a small lie (or not tell the truth) if it doesn't hurt anyone.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

33. It is okay for me to lie (or not tell the truth) if it will keep my friends from getting in trouble with parents, teachers or police.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

34. It is okay for me to lie (or not tell the truth) to someone if it will keep me from getting into trouble with him or her.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

35. It is okay to steal something from someone who is rich and can easily replace it.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

36. It is okay to take little things from a store without paying for them because stores make so much money that it won't hurt them.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

37. It is okay to steal something if that's the only way I could ever get it.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

38. It is okay to beat people up if they hit me first.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

39. It is okay to beat people up if I do it to stand up for myself.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

40. It is okay to beat people up if they are threatening to hurt my friends or family.

5 strongly agree    4 agree    3 neither agree nor disagree    2 disagree    1 strongly disagree

**F. SUM RESPONSES TO ITEMS 32 THRU 40**

**TOTAL F. \_\_\_\_\_**



Please be honest about how likely you are to go along with your friends in the following situations?  
Think about your friends over the last six months.

The choices for your answers are: Yes (definitely), probably, not sure, probably not, or No (definitely not).  
Do you understand the choices?

41. If your friends tried to get you involved with a new activity at school (such as a new club or team), would you go along with them and join the new activity?

1 Yes      2 probably      3 not sure      4 probably not      5 No

SHOW CARD 4

42. If your friends tried to get you to study more, would you still want to hang out with them?

1 Yes      2 probably      3 not sure      4 probably not      5 No

43. If your friends were getting you into trouble at home, would you still hang out with them?

5 Yes      4 probably      3 not sure      2 probably not      1 No

44. If your friends were getting you into trouble at school, would you still hang out with them?

5 Yes      4 probably      3 not sure      2 probably not      1 No

45. If your friends were getting you into trouble with the police, would you still hang out with them?

5 Yes      4 probably      3 not sure      2 probably not      1 No

**G. SUM RESPONSES TO ITEMS 43, 44, 45**

**TOTAL G. \_\_\_\_\_**

Think about the friends you have now. How many of your friends have done each of these things during the last six months. Your choices are: none, a few, half, most, or all of your friends.

During the last six months, how many of your friends have . . .

46. How many of your friends have followed their family's rules most of the time?

1 All      2 Most      3 Half      4 A few      5 None

SHOW CARD 5

47. How many of your friends have skipped school without an excuse?

5 All      4 Most      3 Half      2 A few      1 None

48. How many of your friends have stolen something?

5 All      4 Most      3 Half      2 A few      1 None

49. How many of your friends have attacked someone with a weapon (like a knife or a gun)?

5 All      4 Most      3 Half      2 A few      1 None

50. How many of your friends have sold marijuana or other illegal drugs?

5 All      4 Most      3 Half      2 A few      1 None

51. How many of your friends have used cigarettes, tobacco or alcohol?

5 All      4 Most      3 Half      2 A few      1 None

52. How many of your friends have used marijuana or other illegal drugs?

5 All      4 Most      3 Half      2 A few      1 None

53. How many of your friends have belonged to a gang?

5 All      4 Most      3 Half      2 A few      1 None

☐ suspect not honest (include documentation) **H. SUM ITEMS 47 thru 53** **TOTAL H. \_\_\_\_\_**

It is known that people will sometimes break rules or laws. In this last section, I'd like you to be honest with me about the rules or laws you have broken in your entire life or have broken during the last six months. Remember, your answers will stay private.

I will read a list of things that some people do. For each thing, I will ask if you have ever done it and if you have done it in the last six months.

SHOW  
CARD 6

Have you . . .	Ever?	In the last 6 mos?	See Q70c
54. Skipped classes without an excuse?	No Yes	No Yes	No Yes
55. Lied about your age to get into some place or to buy something?	No Yes	No Yes	No Yes
56. Avoided paying for things such as movies, bus, or subway rides?	No Yes	No Yes	No Yes
57. Purposely damaged or destroyed property not belonging to you?	No Yes	No Yes	No Yes
58. Carried a hidden weapon for protection?	No Yes	No Yes	No Yes
59. Illegally spray painted a wall or a building - "doing graffiti"?	No Yes	No Yes	No Yes
60. Stolen or tried to steal something worth \$50 or <u>less</u> ?	No Yes	No Yes	No Yes
61. Stolen or tried to steal something worth <u>more</u> than \$50?	No Yes	No Yes	No Yes
62. Gone into or tried to go into a building to steal something?	No Yes	No Yes	No Yes
63. Hit someone with the idea of hurting him/her?	No Yes	No Yes	No Yes
64. Attacked someone with a weapon?	No Yes	No Yes	No Yes
65. Used a weapon or force to get money or things from people?	No Yes	No Yes	No Yes
66. Been involved in gang fights?	No Yes	No Yes	No Yes
67. Sold marijuana or other illegal drugs?	No Yes	No Yes	No Yes
68. Hung out with gang members in your neighborhood?	No Yes	No Yes	
69. Participated in gang activities or actions (beyond just hanging out)	No Yes	No Yes	
70. Been a member of a gang?	No Yes	No Yes	

**Only if either answer to Q70 is yes, ask the following probes (Q71a,b, & c):**

Q70a. Did you have to do anything to join the gang? No Yes

Q70b. If yes: Please tell me more about this.

Q70c. Which of the things in the list above have you done with another member of your gang in the last 6 months?

INTERVIEWER: Circle the "no" or "yes" responses to Q54 to Q67 that youth has done with someone from his gang.

☐ suspect not honest (include documentation) I. Count "yes" for Ever TOTAL I. \_\_\_\_\_

Finally some questions about using tobacco, alcohol and drugs.

SHOW  
CARD 7

	Ever?	How often in last 6 months?
71. Used cigarettes or other tobacco products	No Yes	4 Daily 3 Weekly 2 Monthly 1 Rarely 0 Never
72. Used alcohol	No Yes	4 Daily 3 Weekly 2 Monthly 1 Rarely 0 Never
73. Used marijuana or other illegal drugs	No Yes	4 Daily 3 Weekly 2 Monthly 1 Rarely 0 Never
74. Paint, glue, or other things you inhale to get high	No Yes	4 Daily 3 Weekly 2 Monthly 1 Rarely 0 Never

☐ suspect not honest (include documentation) J. Sum "How often" TOTAL J. \_\_\_\_\_

→Please record **all synonyms or paraphrasing** used to help the youth understand a question.

→Please record any additional information that can help **improve clarity and cultural sensitivity.**

→Please add **any additional information that came up about the youth.**

SECTION A: Q 1 - 10

SECTION B: Q 11 - 14

SECTION C: Q 15 - 23

SECTION D: Q 24 - 27

SECTION E: Q 28 - 31

SECTION F: Q 32 - 40

SECTION G: Q 41 - 45

SECTION H: Q 46 - 53

SECTION I: Q 54 - 70c

SECTION J: Q 71 - 74

COMMENTS:

**SCREEN 2: Youth Services Eligibility Interview**

(Interview Version: not formatted for self administration)

**PLEASE PRINT IN BLACK INK**

ID NUMBER \_\_\_\_\_

INTERVIEWER \_\_\_\_\_

**REFERRAL SOURCE: (CHOOSE ONE)**

\_\_\_\_ school counselor    \_\_\_\_ other school    \_\_\_\_ church    \_\_\_\_ parent/walk in  
\_\_\_\_ probation    \_\_\_\_ law enforcement    \_\_\_\_ other please specify: \_\_\_\_\_

LOCATION OF INTERVIEW: \_\_\_\_\_ (do not give address e.g., "youth's home")

**READ AND RECORD RESPONDENT'S ANSWERS TO THE FOLLOWING:**

Current or last completed grade in school is: (circle one)

5<sup>th</sup>    6<sup>th</sup>    7<sup>th</sup>    8<sup>th</sup>    9<sup>th</sup>    10<sup>th</sup>

Sex:    boy    girl

Age:    10    11    12    13    14    15

Please read these choices and ask the youth to indicate which describes him/her.  
Circle YES for all that apply and allow the youth to give more detail where indicated.

Are you African American / Black?    0 No    1 Yes

Are you Latino / Hispanic?    0 No    1 Yes, specify \_\_\_\_\_

Are you Asian / Pacific Islander    0 No    1 Yes, specify \_\_\_\_\_

Are you White / Anglo    0 No    1 Yes

Other    0 No    1 Yes, specify \_\_\_\_\_

Where were you born? \_\_\_\_\_

Today's date is: \_\_\_\_\_

\*Six months ago was : \_\_\_\_\_

(\*NOTE TO SCREENER: Please help the youth think back to the time six months ago because this will come up in the questions. Please help the youth think of a frame of reference for this time. For example you might observe that six months ago was: "around the time school was out" or "around the 4<sup>th</sup> of July" or "just after Thanksgiving" or "at the beginning of the school year" or some other time frame that might be meaningful to the youth. This is very important for the reliability of answers that ask you to think back over the last six months.)

(ONE SHOWCARD: You may use the two-sided show card for this interview. The agree-disagree response set is on one side and the yes-no response set is on the other.)

The purpose of this survey is to learn more about youth who choose to participate in the city's new prevention programs. This is not a test. The right answer is an honest answer.

Here are some statements about your experiences at school over the last 6 months.

Do you: strongly agree, agree, neither agree nor disagree, disagree, or strongly disagree

1. I try hard in school.

1 strongly agree      2 agree      3 neither agree nor disagree      4 disagree      5 strongly disagree

2. Homework is a waste of time.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

3. It is worth it to put up with things that I don't like about school because education is so important.

1 strongly agree      2 agree      3 neither agree nor disagree      4 disagree      5 strongly disagree

4. I like school.

1 strongly agree      2 agree      3 neither agree nor disagree      4 disagree      5 strongly disagree

5. Grades are very important to me.

1 strongly agree      2 agree      3 neither agree nor disagree      4 disagree      5 strongly disagree

6. I usually finish my homework.

1 strongly agree      2 agree      3 neither agree nor disagree      4 disagree      5 strongly disagree

7. If you had to choose between studying to get a good grade on a test or going out with your friends, which would you do?

5 Go with friends      4 Probably go with friends      3 Not sure      2 Probably study      1 Study

**K. Sum 1 - 7**

**SCORE K.** \_\_\_\_\_

**What's going on in the neighborhood where you live? Answer NO or YES.**

8. Is there a lot of talk about gangs around your neighborhood?      No      Yes

9. Is there a lot of gang activity around your neighborhood?      No      Yes

10. Are there enemy gangs close by?      No      Yes

11. Is there pressure on neighborhood kids to join gangs?      No      Yes

12. Among kids in your neighborhood, is it important to be a member of a gang?      No      Yes

13. Are any of the people living on your street members of a gang?      No      Yes

**L. Count of "yes"**

**SCORE L.** \_\_\_\_\_

**Are there “unspoken rules” in your neighborhood about how you should to be acting? For example, if the statement says: “In my neighborhood, people have to be careful where they go after it gets dark,” choose how *strongly you agree or disagree* that this is true in your neighborhood. Do you understand?**

14. In my neighborhood, if kids are insulted or threatened by another kid, parents want them to talk their way out of it rather than fight.

1 strongly agree      2 agree      3 neither agree nor disagree      4 disagree      5 strongly disagree

15. In my neighborhood, other kids respect someone if they are willing to fight.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

16. To avoid getting hurt out in my neighborhood, it's important to avoid conflict with strangers.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

17. In my neighborhood, parents teach their kid to fight back if the kid is insulted or threatened.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

18. In my neighborhood, if a loved one is disrespected, people are supposed to “get even” (even if it means hurting the other person).

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

19. In my neighborhood, people often act tough to avoid being threatened with violence.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

20. In my neighborhood, people who own guns are often looked-up to and respected.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

21. If someone insults or threatens you in my neighborhood, you are expected to just ignore it.

1 strongly agree      2 agree      3 neither agree nor disagree      4 disagree      5 strongly disagree

**M. sum 14 - 21**

**SCORE M. \_\_\_\_\_**

**What do adults in your neighborhood do?**

22. Adults would try to stop it, if they saw kids hanging out on a street corner instead of being at school.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

23. Adults would try to stop it, if they saw kids spray-painting graffiti on a local building.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

24. Adults would try to stop it, if they saw kids showing disrespect to an adult.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

25. Adults would try to stop it, if they saw a fight break out in front of their house.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

26. Adults would try to stop it, if the neighborhood school was going to be closed down and students would have to go to another school farther away.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

27. Adults in my neighborhood are willing to help their neighbors.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

28. Adults in my neighborhood generally get along very well with each other.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

29. In my neighborhood, adults are friendly and know each other.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

30. Adults in my neighborhood trust one another.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

31. Adults in my neighborhood share the same morals or standards.

5 strongly agree      4 agree      3 neither agree nor disagree      2 disagree      1 strongly disagree

**N. sum 22-26 & sum 27-31****SCORE N1. \_\_\_\_\_ N2. \_\_\_\_\_****Here are some questions about the friends you get together with when you are not at home.**

32. Some people have friends that they spend time with, do things with, or just hang out together.

Do you have friends like this?

0 No      1 Yes

In the next questions we call these friends, "your group of friends" or "your group".

33a. How old are most of the other people in your group of friends?

under age 12      age 12 to 15      age 16 to 18      age 19 to 25      over age 25      no group of friends

33b. Think about most of the friends in your group, how old is the youngest? How old is the oldest?

\_\_\_\_\_ youngest      \_\_\_\_\_ oldest      9 no group of friends

34. Does your group of friends spend a lot of time together in public places like the park, the street, shopping areas, or out the neighborhood?

0 No      1 Yes      9 no friends

35. How long has this group existed?

9 no group of friends

1 less than 3 months  
2 three months to less than one year  
3 one to 4 years4 five to 10 years  
5 eleven to 20 years  
6 more than 20 yrs

36. Is doing illegal things accepted or okay for your group?

0 No      1 Yes      9 no friends

37. Do people in your group actually do illegal things together?

0 No      1 Yes      9 no friends

38. Do the others in your group approve or think it is okay for you to:

a. take something that doesn't belong to you?	5 strongly agree	4 agree	3 neither agree nor disagree	2 disagree	1 strongly disagree
b. get into a fight with someone?	5 strongly agree	4 agree	3 neither agree nor disagree	2 disagree	1 strongly disagree
c. use a weapon against someone?	5 strongly agree	4 agree	3 neither agree nor disagree	2 disagree	1 strongly disagree

39. Do the others in your group expect you to: ( because it is "part of what we do" )

a. take something that doesn't belong to you?	5 strongly agree	4 agree	3 neither agree nor disagree	2 disagree	1 strongly disagree
b. get into a fight with someone?	5 strongly agree	4 agree	3 neither agree nor disagree	2 disagree	1 strongly disagree
c. use a weapon against someone?	5 strongly agree	4 agree	3 neither agree nor disagree	2 disagree	1 strongly disagree

40. Do you consider your group of friends to be a gang?

0 No      1 Yes      9 no friends

41. Have you been involved in any gang activities over the last six months?

0 No      1 Yes

42. Have you ever been a gang member?

0 No      1 Yes

43. Are you currently a gang member?

0 No      1 Yes

☐ suspect not honest (include documentation)**O. SCORE O1. \_\_\_\_\_ O2. \_\_\_\_\_**

44a. Does your group of friends have a name? What is the name? \_\_\_\_\_

44b. Please tell me three things that you and others in your group of friends do together.

**THE NEXT QUESTIONS ARE ABOUT THIS GROUP OF FRIENDS THAT YOU JUST DESCRIBED  
DO YOU UNDERSTAND?**

How do you feel about being a part of this group of friends? How strongly do you agree or disagree with each statement. You have six choices for your answer:

Strongly agree, agree, neither agree nor disagree, disagree, strongly disagree or no group of friends

45. < MY GROUP OF FRIENDS > has a lot to do with how I feel about myself.

5 strongly agree   4 agree   3 neither agree nor disagree   2 disagree   1 strongly disagree   9 no group of friends

46. When you see others in < MY GROUP OF FRIENDS > it is like you are seeing me.

5 strongly agree   4 agree   3 neither agree nor disagree   2 disagree   1 strongly disagree   9 no group of friends

47. Belonging to < MY GROUP OF FRIENDS > is an important part of me and who I am.

5 strongly agree   4 agree   3 neither agree nor disagree   2 disagree   1 strongly disagree   9 no group of friends

48. < MY GROUP OF FRIENDS > has almost nothing to do with what kind of person I am.

1 strongly agree   2 agree   3 neither agree nor disagree   4 disagree   5 strongly disagree   9 no group of friends

49. < MY GROUP OF FRIENDS > is a big part of my life.

5 strongly agree   4 agree   3 neither agree nor disagree   2 disagree   1 strongly disagree   9 no group of friends

50. Look at the bull's eye picture. The center of the bull's eye has a number 5 in it. The ring farthest from the center has a 1 in it. Imagine that the bull's eye represents your group of friends.

How close or far from the center of this group are you?  
Choose the number on the bull's eye that best describes how active you are in this group.

"active" means being a part of whatever the group does

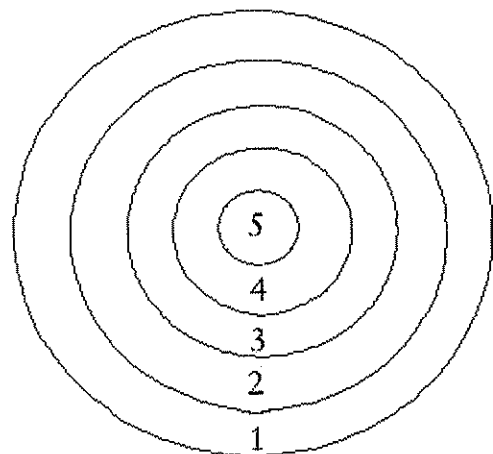
Choose 5 if you are a leader in this group.

Choose 4 if you are very active in this group.

Choose 3 if you are active in this group.

Choose 2 if you are rarely active in this group.

Choose 1 if you are not active in this group.



P. sum 45-49

SCORE P. \_\_\_\_\_

Q50 SCORE Q. \_\_\_\_\_



Besides hanging out with your group of friends, think about any other activities you have been involved in during the last six months anywhere in your community -- at school, a park, a library, a religious center, or anywhere else. Have you been involved in . . .

51. Any kind of sports or athletic team? No Yes

52. Any other kind of activity or group at school (other than sports)? No Yes

53. Any other activity or group somewhere else in the community (other than sports)? No Yes

54. Any kind of ongoing religious group or activity? No Yes

55. Activities with your family that you do outside of your home? No Yes

56a. Out of all the activities you thought of, not counting family activities, choose one activity group that is the most important to you. What is the name of this activity group? \_\_\_\_\_

56b. Please tell me three things that you and others in this activity group do together.

**NEXT QUESTIONS ARE ABOUT THE ACTIVITY GROUP YOU JUST DESCRIBED. UNDERSTAND?**

57. < MY ACTIVITY GROUP > has a lot to do with how I feel about myself.

5 strongly agree 4 agree 3 neither agree nor disagree 2 disagree 1 strongly disagree 9 no activity group

58. When you see others in < MY ACTIVITY GROUP > it is like you are seeing me.

5 strongly agree 4 agree 3 neither agree nor disagree 2 disagree 1 strongly disagree 9 no activity group

59. Belonging to < MY ACTIVITY GROUP > is an important part of me and who I am.

5 strongly agree 4 agree 3 neither agree nor disagree 2 disagree 1 strongly disagree 9 no activity group

60. < MY ACTIVITY GROUP > has almost nothing to do with what kind of person I am.

1 Strongly agree 2 agree 3 neither agree nor disagree 4 disagree 5 strongly disagree 9 no activity group

61. < MY ACTIVITY GROUP > is a big part of my life.

5 strongly agree 4 agree 3 neither agree nor disagree 2 disagree 1 strongly disagree 9 no activity group

62. Look at the bull's eye picture. Imagine that the bull's eye represents your activity group.

How close or far from the center of this group are you? Choose the number on the bull's eye that best describes how active you are in this group.

"active" means being a part of whatever the group does

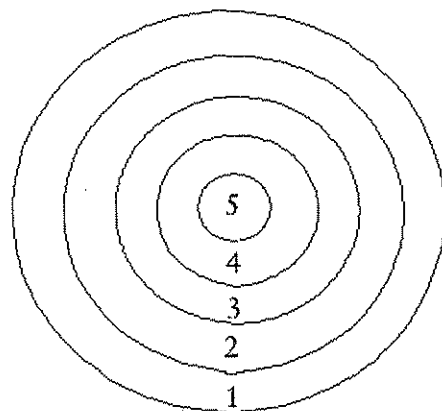
Choose 5 if you are a leader in this group.

Choose 4 if you are very active in this group.

Choose 3 if you are active in this group.

Choose 2 if you are rarely active in this group.

Choose 1 if you are not active in this group.



63. How many of the people in this activity group are also in the group you hang out with, that is the friends you talked about in the previous section?

5 none or almost none 4 a few 3 about half 2 many 1 all or almost all 9 no activity group

R. sum 51-55 / sum 57-61

SCORE R. \_\_\_\_\_

Q62 SCORE S. \_\_\_\_\_

Finally we have a few questions about your family.

64. How many people are in your family? Count everyone that you think of as being in your family?

\_\_\_\_\_ (write in the number)

65. How many people in your family think it is OK for you to wait until you finish high school before you get a full time job?

\_\_\_\_\_ (write in the number)

66. How many people in your family think it is OK for you to wait until you finish college before you get a full time job?

\_\_\_\_\_ (write in the number)

67. How many people in your family think that you probably will get a good job someday?

\_\_\_\_\_ (write in the number)

68. How many people in your family think it is OK for you to join a gang?

\_\_\_\_\_ (write in the number)

69. How many people in your family think that you probably will join a gang someday?

\_\_\_\_\_ (write in the number)

70. How many people in your family want you to join a gang someday?

\_\_\_\_\_ (write in the number)

71. How many people in your family are in a gang now?

\_\_\_\_\_ (write in the number)

72. How many people in your family were in a gang in the past?

\_\_\_\_\_ (write in the number)

☐ suspect not honest

T. \_\_\_\_\_

SCORE

T. \_\_\_\_\_

→Please record **all synonyms or paraphrasing** used to help the youth understand a question.

→Please record any additional information that can help **improve clarity and cultural sensitivity.**

→Please add **any additional information that came up about the youth.**

SECTION K: Q 1 - 7

SECTION L: Q 8 - 13

SECTION M: Q 14 - 21

SECTION N: Q 22 - 31

SECTION O: Q 32 - 43

SECTION P & Q: Q 44 - 50

SECTION R & S: Q 51- 63

SECTION T: Q 64 - 72

COMMENTS: