

OFFICE OF
CONTROLLER

200 N. MAIN STREET, RM 300
LOS ANGELES 90012
(213) 978-7200
www.lacity.org/ctr

May 12, 2009

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

Dear Mr. Benbow:

**SUBJECT: EVALUATION OF COMMUNITY DEVELOPMENT
DEPARTMENT'S RESPONSE TO THE CONTROLLER'S
PERFORMANCE AUDIT OF THE "BLUEPRINT FOR A
COMPREHENSIVE CITYWIDE ANTI-GANG STRATEGY"**

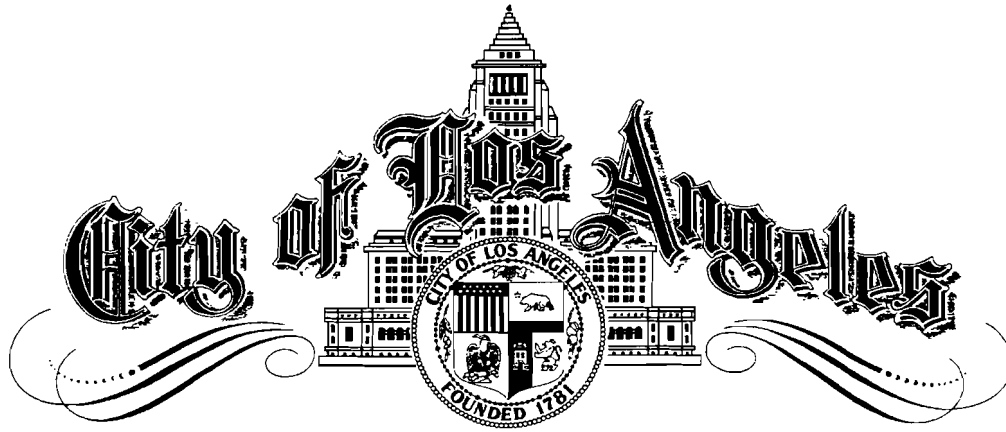
My Audit Division evaluated your response, dated April 17, 2009, to the report entitled, "Follow-up Audit on the Blueprint for a Comprehensive Citywide Anti-Gang Strategy."

The information you provided is acceptable. A second follow-up audit of the Blueprint for a Citywide Anti-Gang Strategy is planned for the coming Fiscal Year, and auditors will focus their attention on issues that are in progress. If you have any questions or comments, please contact Farid Saffar, Director of Auditing at (213) 978-7392.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rushmore D. Cervantes', is written over a faint, larger version of the same signature.

RUSHMORE D. CERVANTES
Acting City Controller



OFFICE OF
CONTROLLER

200 N. MAIN STREET, RM 300
LOS ANGELES 90012
(213) 978-7200
www.lacity.org/ctr

May 12, 2009

Reverend Jeff Carr, Deputy Mayor
Office of the Mayor, Gang Reduction and Youth Development
200 N. Spring St, 2nd Floor
Los Angeles, CA 90012

Dear Reverend Carr:

**SUBJECT: EVALUATION OF GRYD'S RESPONSE TO THE CONTROLLER'S
FOLLOW-UP AUDIT OF THE BLUEPRINT FOR A
COMPREHENSIVE CITYWIDE ANTI-GANG STRATEGY**

My Audit Division evaluated your response, dated March 31, 2009, to the report entitled, "Follow-up Audit on the Blueprint for a Comprehensive Citywide Anti-Gang Strategy." There are a few items that require clarification to ensure your plans will meet the intent of the Blueprint's recommendations.

Overall Implementation Rate

One comment serves to clarify how the Controller's Office reports audit implementation status. In your response, you indicated that GRYD had achieved a 93% implementation rate of the Blueprint's recommendations. We recognize that many of the recommendations require a long-term strategy. Because we did not want to detract from current efforts by focusing on the relatively few recommendations that could be implemented quickly, our follow-up report provided a detailed implementation status for each recommendation. An implementation rate is determined based on those recommendations which have been **fully** satisfied by a completed course of action. Of the 125 recommendations in the report, our audit found that while some progress has been made on 96 recommendations, we determined that only 17 recommendations

Reverend Jeff Carr
May 12, 2009
Page 2 of 3

were fully implemented; equaling a 14% implementation rate. I hope this will prevent any misunderstandings on how our future follow-up results may be reported.

Coordinate Anti-Gang and Youth Development Programs

Your response indicates that you agree that coordination of all City youth development programs is important. However, you reiterate that the GRYD Office's priority is to focus the City's resources on programs to address the youth and neighborhoods with the greatest risk and greatest need.

As we noted in the audit, there are risks associated with not ensuring that adequate coordination of services takes place between anti-gang and youth development programs while they are being independently administered. While we acknowledged the formal MOU for GRYD clients to receive WIA services from Community Development Department (CDD) and the plans to refer youth to appropriate programs administered by CDD, we recommended that the GRYD Office implement specific plans and procedures to ensure adequate coordination and minimize duplicate services or gaps in services. Your response does not address whether or how any additional efforts to coordinate anti-gang and youth development services are planned.

GRYD Cabinet Role & Need for Strategic Plan

In your response, you disagree with the recommendation to modify the GRYD Cabinet's role to that of a policy-making body and assert that the GRYD Action Plan entitled "Healing Our Neighborhoods" is the City's long-range vision and strategic direction. While we agree that policy decisions are ultimately the responsibility of the Council and Mayor, it is critical that the City's decision makers receive information and recommendations from the appropriate entity such as the Cabinet, which is responsible for providing oversight to those functions/entities accountable for carrying out the intent of the City's policies and overseeing policy implementation.

The follow-up audit identified the need for the Cabinet to change its role from directly developing and coordinating specific programs to one that sets out the plan for City departments and others to follow. We concur that the document "Healing Our Neighborhoods" lays out the mission and vision of GRYD and describes the model that would be followed. However, we concluded that this document did not serve the purpose of a strategic plan, since it did not include specific goals and objectives with measureable indicators of performance. Further, there was not a clear delineation of Cabinet members' roles and responsibilities, and how responsible agencies/entities would work together to accomplish these goals.

A strategic plan should delineate the approach for meeting identified needs through established goals and objectives, as well as defining the roles and responsibilities of participating entities. Your response indicates that the roles and responsibilities of

Reverend Jeff Carr
May 12, 2009
Page 3 of 3

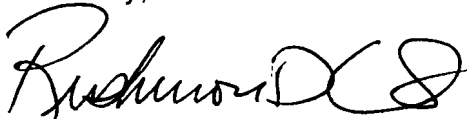
GRYD Cabinet members will be better articulated and a mechanism to track action items will be created.

City Department Evaluations

Your response concurs with the recommendation that all City programs relating to youth development should be evaluated for their effectiveness, but that your office lacks the resources to do so. We acknowledge that this important recommendation requires time and effort to develop a comprehensive program evaluation(s), to execute the evaluation(s) and to possibly recommend program changes or terminations based on the results. We are not suggesting that the GRYD Office be solely responsible for carrying out these steps on its own, but that GRYD act as the lead agency to effect these needed assessments. I encourage the Mayor's Office to help GRYD expand its focus and influence beyond gang reduction efforts and be the City's lead agency to ensure youth development programs throughout the City are appropriately evaluated for effectiveness.

A second follow-up audit for the Blueprint for a Citywide Anti-Gang Strategy is planned for the coming Fiscal Year, and auditors will focus their attention on issues that are in progress. If you have any questions or comments, please contact Farid Saffar, Director of Auditing at (213) 978-7392.

Sincerely,



RUSHMORE D. CERVANTES
Acting City Controller

cc: Raymond Ciranna, Interim City Administrative Officer
June Lagmay, City Clerk
Gerry F. Miller, Chief Legislative Analyst
Council President Eric Garcetti, CD 13
Councilmember Tony Cardenas, CD 6, Chair, Ad Hoc Committee on
Gang Violence and Youth Development
Councilmember Jack Weiss, CD 5, Chair, Public Safety Committee