



*The City of Los Angeles Mayor's Office
of Gang Reduction and Youth Development*

CalVIP 18 – 20

Final Evaluation Report

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Executive Summary

The City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) oversees a Comprehensive Strategy that includes the delivery of gang prevention services, gang intervention services, and violence interruption activities in 23 GRYD Zones throughout the City of Los Angeles. The current report will evaluate the provision and impact of GRYD Prevention and Intervention Family Case Management (FCM) services and violence interruption efforts conducted as part of the GRYD Incident Response (IR) Program for the Foothill and Hollenbeck 3 GRYD Zones during the grant period of May 1, 2018 through April 30, 2020. This will include an investigation of the characteristics of youth and families served by GRYD, the types of services provided, and the types of changes participants exhibited over time. During this grant period, GRYD developed and launched additional trainings and resources to support the work guided by the GRYD Comprehensive Strategy and continued to implement the GRYD Data Feedback Loop Training to assist GRYD service providers with identifying best practices based upon strengths and challenges observed within the data.

Taken together, the evaluation results for this grant period suggest that Foothill and Hollenbeck 3 GRYD Zones are meeting the goals and objectives outlined for each program. The key findings for each intervention are provided below.

GRYD Prevention

GRYD Prevention serves youth who are determined to be at high risk for gang joining and their families. To be eligible for GRYD Prevention services, youth must be between 10 and 15, have a significant presence in a GRYD Zone, and score above a particular threshold of risk for gang membership as determined by the Youth Services Eligibility Tool (YSET). To be found eligible for GRYD Secondary Prevention services, youth must exhibit four or more elevated risk factors on the YSET. Once enrolled, youth and families receive a six-month cycle of services comprised of seven phases. A reassessment process including YSET Retests and other data collection is completed every six months throughout the duration of services. During the May 1, 2018 – April 30, 2020 grant period, there were 321 participants in GRYD Secondary Prevention services which are the focus of this report.

The overarching goal for GRYD Prevention services is to increase protective factors against gang joining among youth aged between 10 and 15 years who are determined to be at high risk for gang membership.

Key findings included:

- GRYD Prevention providers successfully enrolled a majority of YSET Eligible youth (78.5% of those found eligible from May 1, 2018 through April 30, 2020) into GRYD Prevention services.
- Youth and families engaged in a substantial number of activities while enrolled in GRYD Prevention services and attended 8,843 total activities which included 2,416 hours of Family Meetings, 1,242 hours of Individual Meetings, and 4,944 hours of Group Activities.
- At Cycle 1 reassessment, all youth remained enrolled in school, and fewer youth received disciplinary actions while participating in GRYD Prevention services than in the six months prior to enrollment in services.
- After receiving six months of services, 57.5% of participants exhibited sufficient reduction in risk factors for gang joining that they were no longer YSET Eligible.
- YSET scale scores from YSET-Intake to YSET-Retest (approximately six months later) showed statistically significant reductions in the areas of Antisocial Tendencies, Critical Life Events, Guilt Neutralization, Impulsive Risk Taking, Weak Parental Supervision, and Negative Peer Influence.

- Participants who successfully graduated from services exhibited decreases in every scale (9) score and overall, participants that went on to complete the program successfully experienced greater changes than those who exited from services unsuccessfully in most areas.

GRYD Intervention Family Case Management

GRYD Intervention Family Case Management (FCM) services are intended for youth and young adults who are involved in gangs. To be eligible for GRYD FCM services, referrals must be between 14 and 25, have a significant presence in a GRYD Zone, and be a tagger or member/affiliate of a gang or crew as determined by the GRYD provider. While eligibility is not based on an assessment tool, GRYD FCM participants complete the Social Embeddedness Tool (SET) shortly after enrollment and every six months while receiving services in order to assess changes in their embeddedness and other related factors over time. Participants and families who enroll in GRYD FCM services receive a six-month cycle of services comprised of seven phases during which GRYD providers provide case management, make referrals, and connect participants to other resources. At the end of each cycle, participants complete a SET-Retest and reassessment data collection. Foothill and Hollenbeck 3 GRYD Zones served 298 FCM participants and families during the grant period.

The primary goal for GRYD FCM services is to reduce gang involvement (i.e. embeddedness) among gang-involved youth and young adults between the ages of 14 and 25 by increasing prosocial connections and protective factors.

Key findings included:

- GRYD FCM providers successfully enrolled all eligible referrals (100% of those who met the eligibility criteria from May 1, 2018 through April 30, 2020) into GRYD FCM services; 42.7% of participants who completed a SET-Intake reported having joined a gang and 57.8% had engaged in one or more violent behaviors in the six months prior to enrollment in services.
- Participants and their families took part in a large number of activities while enrolled (6,631), attending a considerable number of Individual Meetings (2,817 hours) and Family Meetings (1,530 hours).
- Few (41) Cycle 1 reassessments and SET-Retests (67) were completed for participants served during the grant period, underscoring the need for future GRYD provider trainings to revisit the purpose and procedure for completing the reassessment process. Nevertheless, a pre-post comparison of 59 SET-Intake and SET-Retest pairs showed that participants exhibited significantly lower levels of non-violent criminal behavior during enrollment in services than in the six months prior to enrollment in services.
- Of the participants who completed reassessment, one obtained a school diploma, three found part-time employment, and seven obtained forms of identification such as Social Security Cards or California Picture IDs.

GRYD Incident Response Program

GRYD's efforts to respond to violent incidents and mitigate retaliatory violence in the communities it serves are accomplished through the GRYD Incident Response (IR) Program and ongoing Proactive Peacemaking activities. The objective for both interventions is to reduce gang violence in GRYD Zones through the following approaches: connecting victims and their families to support services, disseminating accurate information to control the diffusion of rumors post-incident, renegotiating or establishing Peace Treaties/Ceasefire Agreements, conducting street mediation, safe passages, community events, and engaging with youth and families in the community on an ongoing basis. During the grant period, GRYD Regional Program Coordinators (RPCs) and Community Intervention Workers (CIWs) responded to 79 incidents and recorded 12,083 proactive peacemaking activities.

Key findings included:

- GRYD RPCs and CIWs engaged in different types of violence interruption activities that reflect the unique roles of each entity as prescribed by the GRYD IR Protocol. While GRYD RPCs largely facilitated communication among members of the GRYD Triangle Partnership (i.e. the Los Angeles Police Department (LAPD) and CIWs) post-incident, CIWs were heavily invested in connecting and engaging with members in the community, often deploying to the crime scene, the hospital, or a place in the community.
- CIWs responded to the crime scene or hospital for 64.9% of all incidents and responded to a place in the community and canvassed the community for 42.9% and 40.3% of all incidents, respectively.
- Of all Proactive Peacemaking activities conducted, street intervention accounted for 29.6% of activities overall, followed by personal engagement (27.4%).
- Notable differences were observed in how Proactive Peacemaking is implemented in each GRYD Zone, indicative of the unique dynamics or needs of each community and perhaps the different internal protocols employed by GRYD providers.

Project Description

The City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) developed and oversees the GRYD Comprehensive Strategy which includes the delivery of gang prevention services, gang intervention services, violence interruption efforts, and proactive peacemaking activities in 23 GRYD Zones across the City of Los Angeles. The following programmatic changes and developments took place during the grant period of May 1, 2018 through April 30, 2020:

Resource Access Innovation. The GRYD Research & Evaluation Team based at California State University, Los Angeles in coordination with the GRYD Office developed and launched additional trainings and resources to further facilitate the delivery of data-informed services by GRYD providers. In October 2019, an internal web based system, the Member Action Resource Center (MARC), was launched for GRYD providers. MARC houses all of the information necessary for the onboarding and training of new GRYD provider staff and materials such as policy handbooks, data collection forms, assessment tools, and research and evaluation reports. Through MARC, GRYD providers can enroll into online certification training courses covering the use of the GRYD Database and administration of assessment tools and can also participate in learning communities developed around specific topics or initiatives.

Intentional Youth Development. In 2018, the GRYD Office began the process of integrating an intentional youth development approach into GRYD Prevention services. This approach offers GRYD providers the tools to ensure youth development activities engage participants and intentionally connect to learning social, emotional, physical, and cognitive skills. Trainings for selected GRYD providers were conducted during the grant period and launch is set for Fall 2020.

GRYD Data Feedback Loop Training. The GRYD Office has continued to support the integration of data and practice and two iterations of GRYD Data Feedback Loop Training were conducted during the period. This training presents data from the GRYD Database with the intention to utilize data to identify issues areas and contribute to the generation of innovative strategies to improve service delivery. The focus of the fiscal year 2018-2019 GRYD Data Feedback Loop Training was youth and family engagement while the 2019-2020 iteration took a closer look at movement of participants through the phases of services, encouraging GRYD providers to examine service provision requirements and approaches during each phase.

Agency Performance Feedback. The GRYD Office developed an Agency Performance Feedback tool to collect and present data findings in a comprehensive report for GRYD providers. The Agency Performance Feedback reports are a compilation of data points from the GRYD Database and other parameters that reflect contractual requirements for GRYD providers. GRYD Regional Program Coordinators (RPCs) review the Feedback forms with GRYD providers during monthly technical assistance meetings to develop goals and strategies for addressing challenges.

COVID-19 Response. Due to COVID-19, GRYD providers shifted to remote work during the final months of the grant period. On March 19, 2020, the City of Los Angeles announced the "Safer at Home" emergency order. Accordingly, GRYD providers adjusted programming and service delivery approaches in order to continue to safely engage with participants and families.

Through ongoing partnership and collaboration with the GRYD Research & Evaluation Team, the GRYD Office continues to develop resources for GRYD providers and maintains a data infrastructure that captures the scope of services and activities delivered by GRYD's interventions.

An overview of the GRYD Comprehensive Strategy is presented below, followed by the evaluation results for the grant period.

Overview of the GRYD Comprehensive Strategy

The GRYD Office was established in 2007 to coordinate efforts to address gang violence in a comprehensive way throughout the City of Los Angeles. Community-based service provision began in 2009. The GRYD Comprehensive Strategy was developed and released in 2011 to coordinate funding and service provision decisions across communities disproportionately impacted by gang violence, designated as GRYD Zones.¹ GRYD currently contracts with 25 community-based service providers for the provision of services in 23 GRYD Zones throughout the City of Los Angeles, two of which are Foothill and Hollenbeck 3. Figure 1 outlines the programs and services implemented under the GRYD Comprehensive Strategy. Each of the four prongs of the Comprehensive Strategy are guided by GRYD's mission and goals:

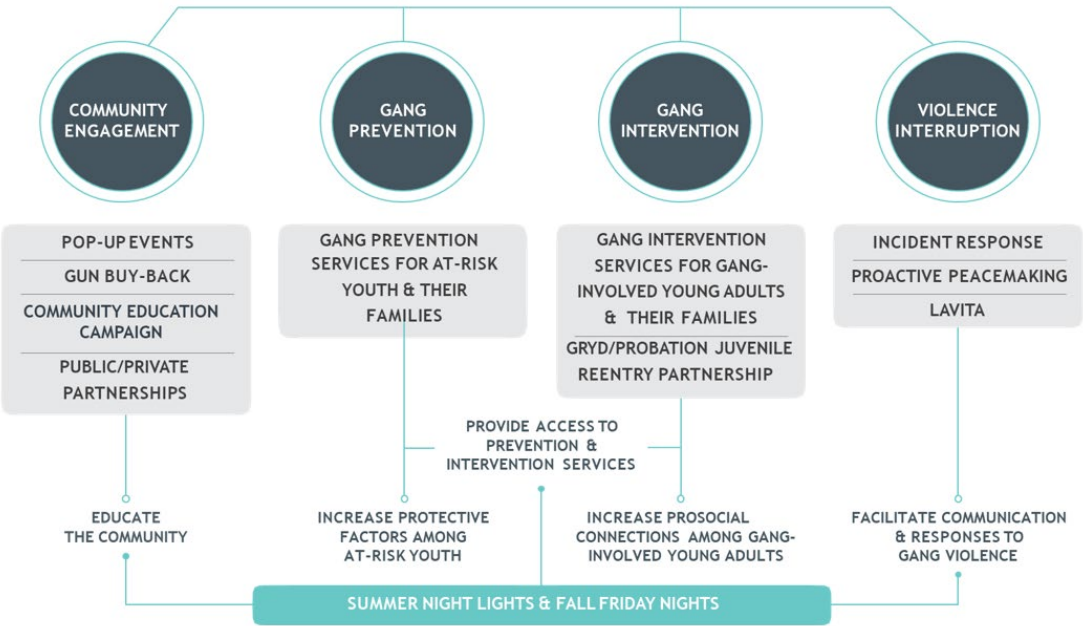
GRYD Comprehensive Strategy Mission

GRYD's mission is to strengthen the resiliency of youth/young adults, families, and communities to the influence of gangs by fostering public/private collaborations and supporting community-based prevention and intervention services.

GRYD Comprehensive Strategy Goals

- **Goal 1:** To increase the community's knowledge and capacity to effectively address gang involvement and violence.
- **Goal 2:** To increase protective factors and reduce gang joining among at-risk youth aged 10-15.
- **Goal 3:** To increase prosocial connections and other protective factors for gang-involved young adults between the ages of 14 and 25.
- **Goal 4:** To facilitate effective communication and coordinated responses to address gang violence.

Figure 1: Overview of the GRYD Comprehensive Strategy



¹ Cespedes, G., & Herz, D.C., (2011). *The City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) Comprehensive Strategy*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development.

The focus of this report is to examine the characteristics of individuals who enroll in GRYD services, the types and dosage of services provided, and changes over time experienced by youth and families who have participated in the GRYD Prevention and Intervention Family Case Management (FCM) Programs. The report will also look at the numbers of incidents responded to and the types of actions taken both as ongoing preventative measures and in response to violent incidents when they occur as part of the work conducted under the GRYD Incident Response (IR) Program.

Data and Methods

Standardized data collection is required for all GRYD providers and began in 2011 in conjunction with the introduction of the GRYD Comprehensive Strategy. Data evaluated in this report are captured through the following sources: 1) data recorded by GRYD providers for all GRYD Intervention and GRYD Prevention activities and services in the GRYD Database, and 2) data collected through the administration of the Youth Services Eligibility Tool (YSET) for GRYD Prevention or the Social Embeddedness Tool (SET) for GRYD Intervention Family Case Management (FCM).

GRYD Database

GRYD providers are contractually required to document all service provision activities in the GRYD Database. The GRYD Database houses de-identified information for all referrals made to GRYD Prevention and FCM services. This includes demographic information, all services and activities led by GRYD providers once participants are enrolled, and pre-post measures used to assess change over the duration of enrollment.

Analyses completed for this report considered data from GRYD Prevention and FCM Programs for participants served during the grant period (May 1, 2018 through April 30, 2020) and for the GRYD Incident Response (IR) Program data from the same timeframe. Data were cleaned to address duplicate records and additional variables were created for analysis. A specific set of criteria were used to identify participants who enrolled in GRYD Prevention and FCM services.²

For GRYD Prevention, data from the GRYD Database was matched to the YSET Database and only participants with matched IDs in both databases were included in the analysis completed for this report.³ For GRYD Prevention participants, paired Sample T-Tests were completed to determine statistical significance of change in YSET scales from the YSET-Intake to the first YSET-Retest. Only YSET-Retest that were completed within 4 – 9 months of participants' enrollment dates into services were included in the analysis. Similarly, for GRYD FCM participants, paired Sample T-Tests were used to determine statistical significance of change in SET scales from SET-Intake to SET-Retest and changes in participant characteristics from enrollment to reassessment. Only SET-Intake and SET-Retest pairs that were completed more than 3 months apart were included in the analysis.

Data pertaining to the types and numbers of actions taken as part of the GRYD IR Program are also logged by GRYD Intervention providers and GRYD Regional Program Coordinators (RPCs) in the GRYD Database. This consists of incident characteristics, actions taken, and contacts made by GRYD providers and GRYD RPCs related to post-incident violence interruption. All ongoing Proactive Peacemaking efforts completed by GRYD providers are also entered into the GRYD Database. Analyses completed for this report considered data for all incidents responded to by both GRYD RPCs and providers during the grant period. Outcome measures related to the impact of the GRYD IR Program are not addressed in this report. Rather, they are considered citywide as a component of the larger GRYD evaluation.⁴

² The specific criteria used to determine enrollment into each type of service is detailed later in the report.

³ For both GRYD Intervention and GRYD Prevention services, some participants are re-referred to GRYD services. Therefore, although different ID numbers indicate unique enrollments, they may not reflect unique individuals.

⁴ Brantingham, P.J., Sundback, N., Yuan, B., & Chan, K. (2017). *GRYD Intervention Incident Response & Gang Crime 2017 Evaluation Report*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development. https://www.juvenilejusticeresearch.com/sites/default/files/2020-08/GRYD%20IR%20and%20Gang%20Crime%20Report_FINALv3.pdf

YSET and SET Databases

The YSET and SET assessment tools were developed by the Center for Research on Crime at the University of Southern California. All youth referred to GRYD Prevention services complete the YSET to determine eligibility for services based on risk factors for gang joining. Youth who participate in GRYD Prevention services complete a YSET-Retest about every six months while enrolled. Individuals who participate in GRYD FCM complete the SET shortly after enrollment to measure gang embeddedness and risk and protective factors related to gang embeddedness. For both GRYD Prevention and FCM, participants who drop out of services do not complete the reassessment process that takes place at the end of each cycle of services.

The results of this evaluation provide insight into how the Foothill and Hollenbeck 3 GRYD Zone providers have implemented the GRYD Comprehensive Strategy during the grant period. More importantly, the results serve as a practice to research to practice feedback loop to pinpoint areas of strength as well as challenges to be addressed as GRYD providers, the GRYD Office, and the GRYD Research & Evaluation Team continue to partner around the implementation of data-informed, innovative service delivery.

GRYD Prevention

GRYD Prevention services are designed to serve youth who are not identified as gang members but are determined to be at high risk for gang joining and their families. To be eligible for GRYD Prevention services, youth must meet a set of eligibility criteria which includes scoring above a particular threshold of risk for gang membership. The GRYD Prevention service model is structured to reduce risk factors and associated problem behaviors by engaging with the youth as an individual, as part of their family, and in relationship to their peers while also supporting the development of problem solving skills and family cohesion.

To be eligible for GRYD Prevention services, referrals must meet the following eligibility criteria:

- Youth must be between ages 10 - 15;
- Have a significant presence in a GRYD Zone such as residing or attending school in-Zone; and,
- Score above a risk threshold for gang joining on the Youth Services Eligibility Tool (YSET).

Youth and families who enroll in GRYD Secondary Prevention services receive a six-month cycle of services comprised of seven phases. With the exception of the first phase (Phase 1), the phases are intended to last one month. The required dosage for each phase consists of the following meetings:

- Two family meetings of at least an hour in length;
- One individual meeting at least an hour in length;
- One team meeting of at least 30 minutes; and,
- A minimum of ten group activities (completed over a full cycle) of at least an hour in length.

GRYD Prevention services participants complete a YSET-Retest six months after enrollment and conduct a holistic reassessment process that considers both YSET results and progress made at the end of each Cycle of services. If the reassessment outcome indicates that sufficient progress has been made, the youth and family graduate. If further progress is needed, the youth and family may enroll in an additional cycle of services. Figure 2 provides an overview of the GRYD Prevention Program. Overall, the goals and objectives for GRYD Prevention services are as follows:

GRYD Prevention Goals and Objectives

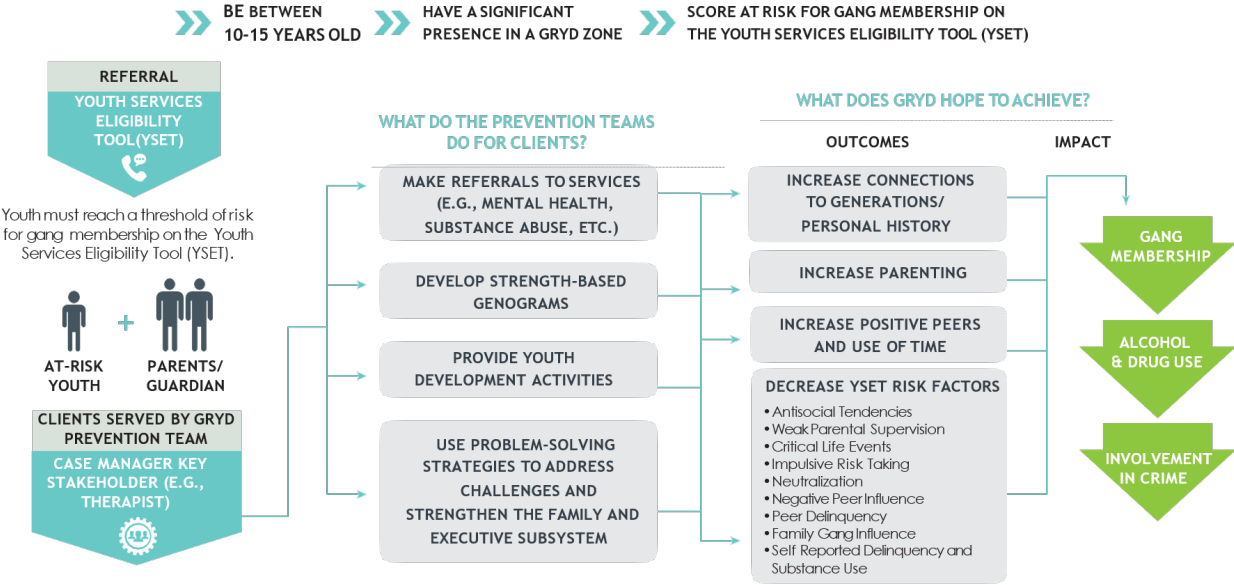
Goal: To increase protective factors against gang joining among youth at high risk for gang membership.

- **Objective 1:** To reduce risk factors related to gang membership.
- **Objective 2:** To improve educational performance (i.e. enrollment, GPA).
- **Objective 3:** To improve behavior at school.
- **Objective 4:** To reduce arrests during the time in programming.

Figure 2: GRYD Prevention Services Logic Model

GRYD PREVENTION

To be eligible for GRYD Prevention Services, referrals must meet the following criteria:



The following section includes both process and outcome evaluations, summaries, and conclusions for Foothill and Hollenbeck 3 GRYD Zones for GRYD Prevention.

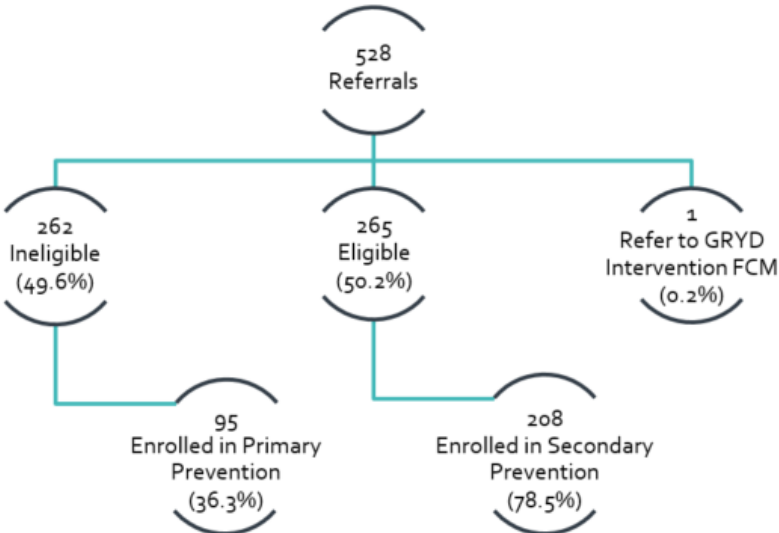
GRYD Prevention Evaluation Results

During the grant period from May 1, 2018 through April 30, 2020, the Foothill and Hollenbeck 3 GRYD Zones received 528 referrals to the GRYD Prevention Program for which the Youth Services Eligibility Tool (YSET) Intake was completed and had matched records across both the YSET and GRYD Databases. Figure 3 provides a breakdown of the number of referrals received during this timeframe and the number of youth who were eligible for, and enrolled in GRYD Prevention services. Of the 528 referrals received, 265 (50.2%) were found eligible for GRYD Secondary Prevention services on the YSET-Intake and 208 (78.5%) of these referrals went on to enroll.⁵

⁵ Multiple criteria were used to identify youth who enrolled. In order to be considered a Secondary Prevention Client, each youth must be found YSET-Intake eligible, and have completed an Initial Family Meeting Form, a Basic Client Information Form (and been categorized as eligible for and enrolling in GRYD Secondary Prevention) and have at least one activity entered in the Activity Log.

Approximately half of all referrals (262, 49.6%) were found ineligible on the YSET-Intake (i.e. did not exceed the risk threshold). YSET Ineligible youth are offered the opportunity to participate in GRYD Primary Prevention, and 95 (36.3%) went on to enroll.⁶ GRYD Primary Prevention offers less intensive programming and provides case management and linkage to other youth/family supportive services; these youth are included in the referral and intake analyses and demographic data but are not referenced in the remainder of the report. The remaining youth (0.2%) were referred over to GRYD Intervention Family Case Management (FCM) services. In total, there were 303 new enrollments into the GRYD Prevention Program during this period.

Figure 3: Participant Flow Chart for GRYD Prevention Referrals in Period



Including participants who enrolled prior to the grant period, 321 participants received GRYD Secondary Prevention services and 166 received GRYD Primary Prevention services during this timeframe. In total, 487 participants and families participated in the GRYD Prevention Program across the two GRYD Zones. There was a 27.9% difference in numbers of participants served between Foothill and Hollenbeck 3, with Foothill serving larger numbers of youth overall (see Table 1 for a breakdown by Zone).

Table 1: GRYD Prevention Participants Served in Period

All participants served 2018 - 2020	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
Secondary	321	65.9	187	66.1	134	65.7
Primary	166	34.1	96	33.9	70	34.3
Total	487	100	283	100	204	100

Participants enrolled in GRYD Prevention services were mostly male (59.8%), Latino (98.4%), and were an average age of 13 years old at the time of referral. Demographic characteristics for all participants served were consistent

⁶ GRYD Primary Prevention youth must be YSET-Intake Ineligible, have completed a Basic Client Information Form (and have been categorized as having been placed in GRYD Primary Prevention) and have at least one activity entered in the Activity Log. Effective September 1, 2018, the eligibility criteria for GRYD Primary Prevention services was adjusted such that only youth who exhibit 2-3 elevated risk factors for gang joining are eligible for enrollment. Due to the change in policy around eligibility for GRYD Primary Prevention services, the numbers of youth who have enrolled in GRYD Primary Prevention services were smaller than in previous periods.

both across service types and GRYD Zones with the exception of age which differed by service type. Specifically, GRYD Secondary Prevention participants were slightly older than GRYD Primary Prevention participants, with an average age of 13 and 12, respectively. Youth aged 13 and older made up 61.1% of GRYD Secondary Prevention participants and only 43.4% of GRYD Primary Prevention participants. While most participants fell within the target age range of 10 – 15 as required by GRYD's Prevention services eligibility criteria, two participants enrolled in GRYD Secondary Prevention were older and two participants enrolled in GRYD Primary Prevention were younger.

Table 2: Demographics for all GRYD Prevention Participants Served in Period

Demographics 2018 - 2020	Total	
	N	%
Gender (N = 487)		
Male	297	61.0
Female	190	39.0
Race (N = 487)		
Latino	479	98.4
African American	5	1.0
Other	3	0.6
Age at Referral (N = 485)		
Under 13	218	44.9
13 and Over	267	55.1
Average Age	13	
Age Range	9 - 16	

GRYD Secondary Prevention services consisted of a variety of activities delivered to youth and their families while enrolled. Participant and family engagement with services provided was examined by considering the numbers of activities logged during the grant period and the types of activities that were delivered. The most commonly delivered activities to participants were Family Meetings (31.0%), Group Activities (28.5%), Individual Meetings (15.7%), and Team Meetings (13.8%); all of which are part of the required dosage for each phase of services under the GRYD Prevention model. All other activity types made up only a small portion of all efforts logged (as seen in Table 3 below, which includes a breakdown of both the type and frequency of all activities recorded in the database during this timeframe). When comparing service provision at the GRYD Zone level, Foothill recorded significantly more activities than Hollenbeck 3 (5,294 and 3,549, respectively); however, this would be expected as Foothill provided services to a larger number of participants during the grant period. The most notable differences in types of activities provided are in the provision of Family Meetings and Other Family Activities. Family Meetings make up 26.7% of all activities in Foothill and 37.4% in Hollenbeck 3; and, while Other Family Activities account for 15.1% of the activities delivered by Foothill, this percentage is only 0.1% for Hollenbeck 3.

Table 3: Frequency of Activities for Secondary Prevention Participants

All activities by type for Secondary Prevention participants	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
Family Meeting	2,738	31.0	1,412	26.7	1,326	37.4
Group Activity	2,522	28.5	1,597	30.2	925	26.1
Individual Meeting	1,389	15.7	704	13.3	685	19.3
Team Meeting	1,218	13.8	684	12.9	534	15.1
Other Family Activity	801	9.1	798	15.1	3	0.1
Collateral Contact	148	1.7	86	1.6	62	1.8
Other Youth Development Activity	27	0.3	13	0.2	14	0.4
Total	8,843	100	5,294	100	3,549	100

To consider how the activities recorded translate to time spent with participants and their families, the number of hours spent conducting required dosage meetings is included in Table 4. Family Meetings are considered to be complete only if attended by both the participant and their family; similarly, Individual Meetings and Group Activities are considered to be complete only if attended by the participant. In total, 6,420 Individual Meetings, Family Meetings, and Group Activities were attended, translating to 8,602 hours of contact with youth and families during the grant period.

Table 4: Hours of Contact for Secondary Prevention Participants

Number of hours of contact by completed activity type	Total		Foothill		Hollenbeck 3	
	N	Hrs	N	Hrs	N	Hrs
Family Meeting	2,546	2,416	1,295	1,200	1,251	1,216
Group Activity	2,503	4,944	1,588	3,391	915	1,553
Individual Meeting	1,371	1,242	695	603	676	639
Total	6,420	8,602	3,578	5,194	2,842	3,408

Note: Table includes all required activities attended by participant and family.

Additional insight into youth and family engagement can be gained by considering who attended different types of activities and meetings. Across both GRYD Zones, 44.3% of all activities were attended by the participant alone, 30.3% were attended by the participant and family together, and 8.9% were attended by the family alone (as seen in Table 5 below). The remaining 16.4% of all activities recorded were not attended by either participants or their families. However, these activities include Team Meetings or collateral contacts which occur on behalf of participants and which do not require participant or family attendance. Some noteworthy differences can be seen between Foothill and Hollenbeck 3 regarding the numbers of activities attended by the family alone and those attended by youth and family together. Activities attended by family alone account for 13.5% of all activities in Foothill while for Hollenbeck 3 this percentage is 2.1%. The reverse is seen for activities attended by youth and family together; these made up 36.0% of all activities in Hollenbeck 3 and 26.4% for Foothill. While the percentages of activities attended by youth alone or not attended by youth or family are consistent between GRYD Zones, it is possible that this is indicative of differences in family engagement approaches implemented by each GRYD provider.

Table 5: Activities Logged by Participant and Family Attendance for Secondary Prevention Participants

Number of hours of contact by completed activity type	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
Attended by Participant Alone	3,921	44.3	2,316	43.8	1,605	45.2
Attended by Family Alone	791	8.9	716	13.5	75	2.1
Attended by Participant and Family	2,677	30.3	1,399	26.4	1,278	36.0
Not Attended by Participant or Family	1,454	16.4	863	16.3	591	16.7
Total	8,843	100	5,294	100	3,549	100

Note: Table includes all activities recorded by those who attended.

A reassessment process is completed by GRYD Secondary Prevention participants at the end of each cycle of services to allow for measurement of change over time. Reassessment is intended to be a comprehensive process that takes into account all progress that has been made by the participant and family over the previous six months to assess whether the participant and family are ready to graduate, should continue for an additional cycle of services, or other outcomes. The reassessment process considers the youth's YSET-R results; progress on identified issue areas; input from the participant, family, and GRYD provider staff; and additional factors. Participants who exit services prior to the end of a cycle due to reasons including program dropout and withdrawing from services do not complete the reassessment process.

Cycle 1 reassessment was completed for 82 (25.5%) of the GRYD Secondary Prevention participants served during the grant period. Table 6 below compares participants' characteristics measured at both the point of enrollment and at reassessment. Educational enrollment remained stable across time with 98.8% of participants enrolled in school at both program intake and at reassessment. GPA increased for 100% (27) of participants who provided a response to this question at both points in time. Looking at disciplinary actions at school, there was an 18.2% decrease in participants receiving disciplinary actions during the past six months, dropping from 28.0% of youth at time of enrollment to 9.8% at reassessment. There was a slight increase in the number of participants who had been arrested (2.5%), but it is worth noting that the number is small at both enrollment and reassessment (1 and 3, respectively).

When considering changes in participant eligibility for services, only 42.4% (34) were still YSET eligible after receiving six months of GRYD Secondary Prevention services. Notably, this change shows that the risk factors for gang joining (as measured by the YSET) had decreased enough that the participants were no longer considered to be at high risk for gang joining. Additionally, based on the assessment of the GRYD provider teams, most participants (92.5%) were not exhibiting gang-related behavior at the time of reassessment.⁷

⁷ "Gang-related behavior" is defined as behaviors that increase the likelihood of gang involvement or gang membership, such as hanging out with gang members, engaging in gang-related activities, wearing gang colors, and throwing gang signs, and is identified through discussions between the participants' case manager and family.

Table 6: Cycle 1 Reassessment for Secondary Prevention Participants

Measure of Change	Initial Meeting		Cycle 1 Reassessment	
	N	%	N	%
School Enrollment (N = 82)				
Not Enrolled	1	1.2	1	1.2
Enrolled	81	98.8	81	98.8
GPA (N = 27)				
GPA Decreased	-	-	0	-
GPA Stayed the Same	-	-	0	-
GPA Increased	-	-	27	100
Disciplinary Actions at School (N = 82)				
Yes	23	28.0	8	9.8
No	59	72.0	74	90.2
Arrests (N = 79)				
Yes	1	1.3	3	3.8
No	78	98.7	76	96.2
YSET Eligible at Reassessment (N = 80)				
Yes	-	-	34	42.4
No	-	-	46	57.5
Exhibiting Gang-Related Behavior at Reassessment (N = 80)				
Yes	-	-	6	7.5
No	-	-	74	92.5
Outcome at Cycle 1 Reassessment (N = 80)				
Continue to Cycle 2	-	-	58	72.5
Graduate from Program	-	-	21	26.3
Other Outcome	-	-	1	1.3

Note: Total N may vary due to missing information; only complete pre-post response pairs were included.

Between May 1, 2018 and April 30, 2020, 169 GRYD Secondary Prevention participants exited services. Of all exits, 32.0% exited successfully while the remaining 68.0% left services due to long-term non-attendance, participant and family formally dropping out or refusing services, GRYD Prevention services were no longer appropriate or necessary, the participant was transferred to GRYD FCM for services, or for undetermined reasons. Overall, program drop out accounted for 32.0% of all participants who exited from programming, with 17.2% due to long-term non-attendance and 13.6% due to formally dropping out or refusing services. It should be noted that a reason for exit

was not provided or could not be determined for 35.5% of all exits, which could potentially be diluting youth and family success within the GRYD Prevention Program.

Table 7: Program Outcomes for Secondary Prevention Participants

Reason for closure for Secondary Prevention participants	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
Successful Exit						
Graduated Program Successfully	54	32.0	23	20.7	31	53.4
Unsuccessful Exit/Other						
Long-term Non-Attendance	29	17.2	19	17.1	10	17.2
Formally Dropped Out/Refused	23	13.6	14	12.6	9	15.5
Needs Different/Additional Services	1	0.6	1	0.9	-	-
Transfer to Intervention	2	1.2	1	0.9	1	1.7
Other						
Undetermined Exit	60	35.5	53	47.7	7	12.1
Total	169	100	111	100	58	100

To assess for changes in the risk factors associated with gang joining while enrolled in GRYD Prevention services, scores from the YSET-Intake and the first YSET-Retest taken approximately six months later were compared. This analysis included only the 58 participants who completed the YSET-R within 4 - 9 months of their enrollment date.⁸ Overall, 43.1% of participants were still eligible (i.e. their level of risk surpassed the threshold) for GRYD Prevention services. However, when taking into account the participants' eventual program outcome (i.e. successful or unsuccessful exits from services), the percentage of participants who remain eligible drops to 31.5% for participants who successfully exited services and increased to 66.7% for participants who exited from services unsuccessfully.

Table 8: Eligibility Results at YSET-R

Eligibility at YSET-R	Total		Successful		Unsuccessful	
	N	%	N	%	N	%
Eligible	25	43.1	12	31.5	10	66.7
Not Eligible	33	56.9	26	68.4	5	33.3

Further analyses were completed to examine the percent change for each scale of the YSET, and paired sample t-tests were completed to assess whether the changes were statistically significant. Table 9 provides a breakdown of changes for each YSET scale overall as well as by program outcome. All scales decreased over time with statistically significant decreases in the areas of Antisocial Tendencies, Critical Life Events, Guilt Neutralization, Impulsive Risk Taking, Weak Parental Supervision, and Negative Peer Influence. With the exception of Family Gang Influence, the

⁸ A YSET-Retest was completed for 83 of the 321 Secondary Prevention participants served in the reporting period; of these, 58 were completed within 4 - 9 months of the enrollment date while the remainder were completed over a longer timeframe.

percentage change was greater for participants who successfully completed services than those who did not. Participants who successfully graduated from services exhibited decreases in every scale score.

Table 9: Change in Average Scale Scores at Intake and Retest 1 for Secondary Prevention Participants

Scale	Total			Successful			Unsuccessful		
	YSET-I	YSET-R	% Change	YSET-I	YSET-R	% Change	YSET-I	YSET-R	% Change
Attitudinal Scales									
Antisocial Tendencies	17.7	13.4	-24.5*	18.3	12.7	-30.3*	16.8	14.4	-14.3
Critical Life Events	3.8	2.8	-27.9*	3.6	2.3	-36.5*	4.4	3.7	-16.7
Guilt Neutralization	19.6	16.7	-15.0*	20.1	15.9	-20.5*	18.6	17.6	-5.4
Impulsive Risk Taking	15.5	12.2	-21.1*	15.8	11.7	-25.9*	14.8	13.3	-10.4
Weak Parental Supervision	9.6	7.0	-26.5*	10.2	6.7	-33.7*	7.9	6.9	-13.4
Peer Delinquency	10.8	9.8	-9.1	10.2	8.7	-14.2	12.5	11.5	-7.5
Negative Peer Influence	14.9	12.4	-17.1*	15.7	11.4	-27.5*	12.1	13.2	9.4
Behavioral Scales									
Family Gang Influence	0.4	0.3	-40.0	0.3	0.2	-40.0	0.9	0.4	-53.8
Self-Reported Delinquency	3.1	2.8	-9.4	2.4	1.9	-20.4	4.4	4.3	-1.5

Note: *p <.001

GRYD Prevention Summary and Conclusions

The GRYD Prevention Program provides services to youth and their families who are determined to be at high risk for gang joining. Through a multi-phased program model that includes GRYD provider-led family meetings, individual participant meetings, and group activities, GRYD providers engage with participants and families to reduce the risk factors and associated behaviors while strengthening problem solving skills and family cohesion. Programmatic objectives include the reduction of participants' risk factors related to gang membership, the improvement of educational performance and behavior at school, and the reduction of arrests during enrollment in GRYD Prevention services.

During the grant period from May 1, 2018 through April 30, 2020, GRYD Prevention providers enrolled a majority of program-eligible youth into GRYD Secondary Prevention services with 321 participants and families served. Youth Services Eligibility Tool Intake (YSET-Intake) eligibility results and participant data collected at enrollment affirm that GRYD Prevention providers are engaging youth who fall in the target population for services. Specifically, half of youth referred to GRYD Prevention were eligible for GRYD Secondary Prevention services and of the 78.5% who enrolled, nearly all fell within the target age range for service. Following enrollment into services, GRYD providers engaged with participants and families through 8,843 activities across both GRYD Zones. There was a notable difference in both the percentage of Family Meetings and Other Family Activities provided by the two GRYD Zones; with Family Meetings accounting for 26.7% of all activities in Foothill and 37.4% in Hollenbeck 3. Similarly, Other Family Activities account for 15.1% of the activities delivered by Foothill, while for Hollenbeck 3 this percentage is 0.1%. Such findings are indicative of differences in service delivery approaches and strategies around participant and family engagement implemented by each GRYD provider and warrant discussions with the GRYD providers around participant engagement strategies. The discussion around best practices for youth and family engagement has been

an ongoing conversation among the GRYD Office and providers and was the focus and theme of the fiscal year 2018-2019 GRYD Data Feedback Loop Training sessions. The results from this evaluation underscore the need to continue to focus GRYD Data Feedback Loop Training sessions around participant and family engagement to gain further insight into strategies implemented by each GRYD provider and to encourage the sharing of best practices among providers.

The reassessment process for Cycle 1 was completed for 82 GRYD Secondary Prevention participants during the grant period with positive outcomes. A comparison of participant data assessed at the start of GRYD services and again six months later showed that participants' educational enrollment remained stable; all but one of the participants were enrolled in school upon enrollment into services and remained enrolled at reassessment; and, GPA increased for 100% of the 27 participants who provided a response to the question at enrollment and reassessment. There was also a decrease in the percentage of participants who received disciplinary actions at school, from 28.0% at time of enrollment to 9.8% at reassessment. While there was a slight increase in the percentage of participants who had been arrested (2.5%), the number of participants represented by this data was small at both enrollment and reassessment (1 and 3, respectively). By the time participants reached reassessment, GRYD providers reported only 7.5% of participants were exhibiting gang-related behavior. Even more encouraging is that following enrollment in services for six months, 57.5% of participants experienced a decrease in risk factors sufficient enough that they were no longer eligible for GRYD Secondary Prevention services according to the YSET.

Positive outcomes in risk factors were also observed when examining the amount of change participants exhibited on the YSET scales from YSET-Intake to YSET-Retest with statistically significant reductions in the areas of Antisocial Tendencies, Critical Life Events, Guilt Neutralization, Impulsive Risk Taking, Weak Parental Supervision, and Negative Peer Influence. Participants who successfully graduated from services exhibited decreases for every scale. Overall, participants that went on to complete the program successfully experienced greater changes than those who exited from services unsuccessfully. In sum, the evaluation results show that participants and families who enroll and participate in GRYD Secondary Prevention services experience positive outcomes, with youth exhibiting reduced risk factors for gang joining and behaviors, thus speaking to the effectiveness of the model of services.

GRYD Intervention Family Case Management

GRYD Intervention Family Case Management (FCM) services are designed to serve youth and young adults who are involved in gangs with the intention of increasing prosocial embeddedness by transferring attachments from gangs to more positive activities. To be eligible for GRYD FCM services, referrals must meet a set of eligibility criteria which includes being a tagger or member/affiliate of a gang or crew as determined by the GRYD provider. Although eligibility is not determined by an assessment tool, GRYD FCM participants complete the Social Embeddedness Tool (SET) shortly after enrollment and every six months while engaged in services in order to assess changes in embeddedness and other related factors over time. Participants and families who enroll in GRYD FCM services receive a six-month cycle of services comprised of seven phases during which GRYD providers may connect participants to resources including job training or parenting classes and make referrals to address issues related to mental health or substance use. Figure 4 provides an overview of GRYD FCM programming.

To be eligible for GRYD FCM services, referrals must meet the following eligibility criteria:

- Referrals must be between the ages of 14 – 25;
- Have a significant presence in a GRYD Zone such as situations in which the individual spends a majority of their time in the Zone's social network; and,
- Be a tagger or member/affiliate of a gang or crew as determined by the provider.

Once it is determined that the referral is eligible for the GRYD FCM Program, services may begin. With the exception of the first phase (Phase 1), the phases are intended to last one month. The required dosage for each phase consists of the following meetings:

- Two individual meetings of at least 30 minutes in length;
- One family meeting of at least 45 minutes in length; and,
- One team meeting of at least 20 minutes.

A reassessment process including a SET-Retest is completed every six months while the participant is enrolled in services in order to assess changes in their embeddedness and other related factors over time. This reassessment is used to determine whether the participant is ready to exit services. If sufficient progress has been made, the participant completes the program successfully; if further progress is needed based on the reassessment results, the participant and family continue on for a second cycle of services. Overall, the goals and objectives for GRYD Intervention services are as follows:

GRYD Intervention Family Case Management Goals and Objectives

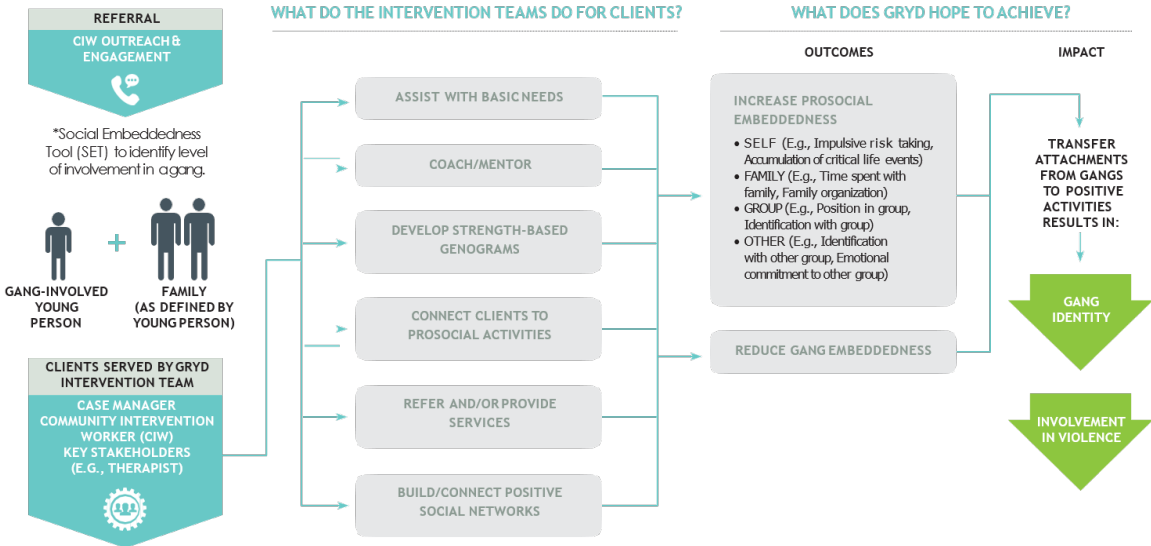
- Goal:** To reduce gang involvement among young people who have already joined a gang.
- **Objective 1:** To improve educational outcomes (i.e., enrollment and completion).
 - **Objective 2:** To improve employment.
 - **Objective 3:** To reduce arrests during the time in programming.
 - **Objective 4:** To increase participants' access to identifying documentation (e.g., license).

Figure 4: GRYD Intervention Family Case Management Services Logic Model

GRYD INTERVENTION

To be eligible for GRYD Intervention Services, referrals must meet the following criteria:

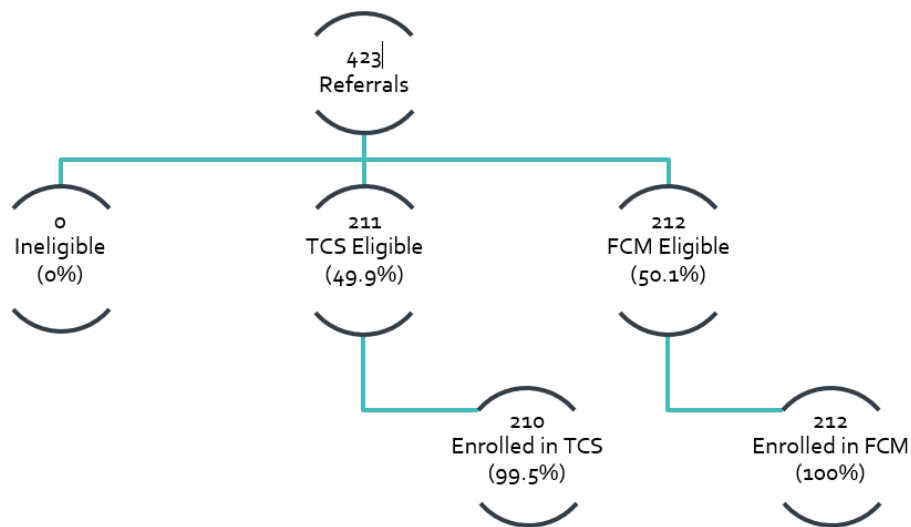
- » BE BETWEEN 14-25 YEARS OLD
- » HAVE A SIGNIFICANT PRESENCE IN A GRYD ZONE
- » BE IDENTIFIED TAGGER/MEMBER/AFFILIATE OF A GANG OR CREW (DETERMINED BY PROVIDER)



GRYD Intervention Family Case Management Evaluation Results

From May 1, 2018 through April 30, 2020, the Foothill and Hollenbeck 3 GRYD Zones received 423 referrals for GRYD Intervention Family Case Management (FCM) services for which GRYD providers were able to follow up and assess eligibility for, and interest in, services. Figure 5 provides an overview of referral to enrollment during this grant period.⁹ All 423 referrals were found eligible for enrollment into the GRYD FCM Program. Half (212, 50.1%) were found eligible for GRYD FCM services and all went on to enroll. The other 49.9% (211) were found eligible for GRYD Transitional Client Services (TCS) programming and all but one (210) went on to enroll. GRYD TCS is a less prescriptive service model that focuses on immediate needs, short-term goals, and preparing individuals for participation in GRYD FCM services. As such, while GRYD TCS participants are part of the referral and demographic data presented, they are not included in analyses elsewhere in the report. Across the Foothill and Hollenbeck 3 GRYD Zones, there were a total of 422 new enrollments into GRYD FCM services.¹⁰

Figure 5: Participant Flow Chart for GRYD Intervention Referrals in Period



Including those who enrolled prior to the grant period, there were 298 participants in GRYD FCM services and 258 in TCS Services. In total, 556 young people and their families received GRYD Intervention services across the two GRYD Zones during the grant period (see Table 10 for a breakdown by GRYD Zone).

Table 10: GRYD Intervention Participants Served in Period

All participants served 2018 - 2020	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
FCM	298	53.6	154	56.0	144	51.2
TCS	258	46.4	121	44.0	137	48.8
Total	556	100	275	100	281	100

⁹ The following criteria were used to identify those who enrolled (i.e. became a client): each individual must be found eligible, and have completed an Initial Meeting Form, a Referral and Intake Assessment Form (and been categorized as eligible for and enrolling in either TCS or FCM services), and have at least one activity entered in the Activity Log.

¹⁰ It is important to note that while these are unique enrollments, they are not necessarily unique individuals as participants may move from TCS to FCM or exit services and later return.

Demographic characteristics were consistent across GRYD Zones; participants were mostly male (64.4%), Latino (93.9%), and fell within the age range for service of 14 – 25 (93.0%). At time of referral, participants' ages ranged from 12 to 36 with an average age of 18 years-old. It should be noted that while the expectation is that the majority of participants fall within the prescribed age range, the GRYD Office does allow for exceptions to this policy.

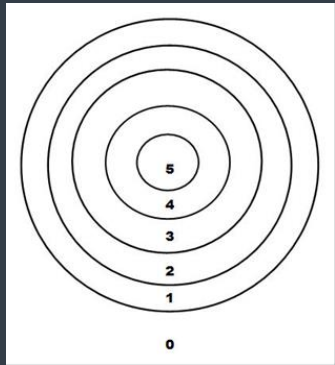
Table 11: Demographics for all GRYD Intervention Participants Served in Period

Participant demographics for all participants 2018 - 2020	Total	
	N	%
Gender (N =556)		
Male	358	64.4
Female	198	35.6
Race (N = 556)		
Latino	522	93.9
African American	21	3.8
Other	13	2.3
Age at Referral (N = 556)		
Aged 14 -2 5	517	93.0
Average Age	18	
Age Range	12 - 36	

Following enrollment into FCM Services, the Social Embeddedness Tool (SET) interview is administered to participants in order to measure changes in levels of involvement in a gang (i.e. embeddedness) and other related factors. The SET is administered for the first time soon after enrollment (i.e. the Intake SET) and again about every six months while the participant is enrolled (i.e. the SET-Retests). During the grant period, there were a total of 213 Intake SETs completed for the 298 FCM participants served. Fewer than half of the participants who completed an Intake SET reported having joined a gang (42.7% or 91); of these, 46.2% joined a gang between the ages of 12 – 14 while age of first association with a gang ranged from 8 – 17. When this group of participants was asked to identify how close they were to the center of the gang using a visual of a set of concentric circles (as seen in Table 12 below), 26.4% placed themselves on the outskirts (0 or 1), 50.6% placed themselves in the middle (2 or 3), and 23.1% close to or in the middle (4 or 5).

Table 12: Position in Relation to the Gang

Position	Gang-Involved FCM Participants	
	N	%
3=in the middle	26	28.6
2=in the middle	20	22.0
0= outside the gang	16	17.6
4=close to the center	12	13.2
5=in the center	9	9.9
1=close to the outside	8	8.8
Total	91	100



To measure the level of involvement in violent criminal behaviors at the start of GRYD FCM services, participants were asked to identify the number of things they had done in the six months prior to enrollment. Of those who completed a SET-Intake, 42.3% (90) reported that they had not engaged in any of the violent behaviors listed; 57.8% (123) had engaged in one or more violent behaviors; and, 33.3% (71) had engaged in two or more. However, very few participants had engaged in more than three of the behaviors listed (see Table 13).

Table 13: Violent Criminal Behaviors at Intake SET

What number of different things on this list have you done in the last 6 months? 0 1 2 3 4 5 more	Number of Violent Behaviors	Initial SET	
		N	%
Kicked, attacked or hit someone with your fists	None	90	42.3
Stolen money or things from a person (not with a weapon)	One	52	24.4
Carried a weapon (a knife or a gun or something else)	Two	33	15.5
Been involved in gang fights	Three	20	9.4
Threatened to hurt someone to get them to do what you want them to do	Four	8	3.8
Attacked someone with a weapon (a knife or a gun or something else)	Five	5	2.3
Used a weapon or force to get money or things from people	More than five	5	2.3
Stolen or tried to steal a car or other motor vehicle	Total	213	100

GRYD FCM service provision consists of a broad range of activities delivered to participants and their families throughout their enrollment in services. The Foothill and Hollenbeck 3 GRYD Zone providers recorded 6,631 activities in the GRYD Database for participants and families enrolled during this grant period. The most common types of activities delivered were Individual Meetings (41.7%), Family Meetings (21.1%), and Team Meetings (18.5%) all of which are part of the required dosage for each phase of GRYD FCM services. All other activity types made up only a small portion of all efforts logged (as seen in Table 14 below, which includes a breakdown of both the type and frequency of all activities recorded in the database).

Table 14: Frequency of Activities for FCM Participants

All activities by type for FCM participants	Total	
	N	%
Individual Meeting	2,765	41.7
Family Meeting	1,402	21.1
Team Meeting	1,225	18.5
Tracking Down/Checking Up on Participant	315	4.8
Provided Transportation for Participant	225	3.4
Status Update	188	2.8
Facilitating Services for Participant	143	2.2
Event/Activity/Field Trip	131	2.0
Internal Life Skills Classes	71	1.2
Other Activity (specify)	60	0.9
Referral to Service Provider	37	0.6
Celebration Activity	21	0.3
Advocacy for Participant at Criminal/Delinquency Court	18	0.3
Advocacy for Participant with Probation/Parole Officer	10	0.2
Advocacy-Other (specify)	9	0.1
Advocacy for Participant at School	5	0.1
Tattoo Services	4	0.1
Internal Substance Abuse Support Groups	2	0.0
Total	6,631	100

Note: Table includes all activities logged regardless of participant and family attendance.

To consider time spent with young people and their families through service delivery, the number of hours spent conducting Individual and Family Meetings is presented in Table 15. Family Meetings were considered complete only if attended by both the participant and their family; similarly, Individual Meetings were considered complete only if attended by the participant. Overall, 4,061 complete Individual and Family meetings were attended by participants and their families, translating to 4,347 hours of contact during the grant period.

Table 15: Hours of Contact for FCM Participants

Number of hours of contact by completed activity type	Total		Foothill		Hollenbeck 3	
	N	Hrs	N	Hrs	N	Hrs
Individual Meetings	2,735	2,817	1,283	1,649	1,452	1,168
Family Meetings	1,326	1,530	581	758	745	772
Total	4,061	4,347	1,864	2,407	2,197	1,940

Note: Table includes all required activities attended by participant and family.

Participant and family attendance at all types of activities was also considered in order to provide additional insight into how GRYD providers engage with participants and families (as seen in Table 16 below). Across the two GRYD Zones, half (50.1%) of all activities recorded were attended by the participant alone, 1.1% were attended by family alone, and 22.7% were attended by the participant and their family together. It is important to note that for FCM services, the family is defined by each participant and may refer to biological family, partners, extended family or friends, or other individuals who support the participant. The remaining 26.1% of activities conducted by the GRYD providers were not attended by either the participant or family. Such activities consist of activities such as Team Meetings and facilitating services for participants, which do not necessarily require participant or family attendance.

Table 16: Activities Logged by Participant and Family Attendance for FCM Participants

Number of hours of contact by completed activity type	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
Attended by Participant Alone	3,325	50.1	1,569	49.3	1,756	50.9
Attended by Family Alone	72	1.1	38	1.2	34	1.0
Attended by Participant and Family	1,505	22.7	620	19.5	885	25.7
Not Attended by Participant or Family	1,729	26.1	954	30.0	775	22.5
Total	6,631	100	3,181	100	3,450	100

Note: Table includes all activities recorded by those who attended.

When FCM participants reach the end of a cycle of services (about every six months), a reassessment process is completed in order to determine whether participants are ready to successfully complete services (i.e. graduate), need to continue for an additional cycle of FCM services, or if there is another outcome. The reassessment process consists of completing a SET-Retest and a reassessment post-test form that allows for comparison to the same characteristics assessed at the time of enrollment into services. Participants who exit services prior to the end of a cycle of services due to program dropout, incarceration, or other reasons do not complete the reassessment process.

During the grant period, the Cycle 1 reassessment process was completed for 41 participants, all of whom were enrolled in the Hollenbeck 3 GRYD Zone. Table 17 compares a set of characteristics of the GRYD FCM participants assessed at enrollment to the same set of characteristics assessed at the Cycle 1 reassessment six months later. Positive change is observed at the individual level in educational attainment, with one participant earning a high school diploma; arrests, with 5.0% fewer participants reporting having been arrested; employment, with several additional participants reporting full-time employment; and, attainment of work-ready documentation such as birth certificates, social security card, and California picture IDs.

Table 17: Cycle 1 Reassessment for FCM Participants

Measure of Change	Initial Meeting		Cycle 1 Reassessment	
	N	%	N	%
School Enrollment (N = 40)				
Not Enrolled	11	27.5	13	32.5
Enrolled but not Attending	1	2.5	0	-
Enrolled and Attending Regularly	28	70.0	27	67.5
Educational Attainment (N = 39)				
None	39	100	38	97.4
GED	0	-	0	-
High School Diploma	0	-	1	2.6
College Degree	0	-	0	-
Vocational Certificate	0	-	0	-
Other	0	-	0	-
Arrests (N = 40)				
Yes	3	7.5	1	2.5
No	37	92.5	39	97.5
Employment (N = 41)				
Not Employed	31	75.6	31	75.6
Not Eligible	5	12.2	3	7.3
Yes – Part Time	2	4.9	5	12.2
Yes – Full Time	3	7.3	2	4.9
Identification (N = 41)				
None/No ID	0	-	0	-
Birth Certificate	36	87.8	40	97.6
Social Security Card	39	95.1	40	97.6
California Picture ID	10	24.4	12	29.3
California Driver's License	1	2.4	0	-
Residency Card	0	-	0	-
Selective Services Registration	0	-	0	-
Other Picture ID	12	29.3	5	12.2

Note: Total N may vary due to missing information; only completed pre-post response pairs were included.

From May 1, 2018 through April 30, 2020, 192 GRYD FCM participants exited from services. Overall, 36.0% exited successfully and 64.0% exited unsuccessfully. GRYD FCM participants were exited from services due to reasons such as formally dropping out/refusing services, long-term non-attendance, or the participant being in need of different and/or additional services. In some cases, the reason for exit was not provided (7.8%). Program drop out due to long-term non-attendance or formal refusal of services accounted for 54.7% of all exits from services. As seen in Table 18, Hollenbeck 3 GRYD Zone reported higher percentages of participants who exited services due to long-term non-attendance and formal drop out/refusal of services (68.2%) compared to Foothill GRYD Zone (43.2%). However, Foothill had a higher percentage of instances where a reason for exit was not provided (13.5%) and it is possible that the numbers of participants who left services unsuccessfully would be more similar to Hollenbeck 3 were it not for missing data.

Table 18: Program Outcomes for FCM Participants

Reason for closure for FCM participants	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
Successful Exit						
Graduated Program Successfully	65	33.9	42	40.4	23	26.1
Graduated – Early Completion	4	2.1	3	2.9	1	1.1
Unsuccessful Exit/Other						
Long-term Non-Attendance	80	41.7	38	36.5	42	47.7
Formally Dropped Out/Refused	25	13.0	7	6.7	18	20.5
Needs Different/Additional Services	2	1.0	0	-	2	2.3
Undetermined Exit	15	7.8	14	13.5	1	1.1
Other	1	0.5	0	-	1	1.1
Total	192	100	104	100	88	100

To examine changes experienced by GRYD FCM participants during the course of service provision in the areas of violent and non-violent criminal behaviors, 59 SET-Intake and SET-Retest pairs were compared (Table 19). FCM participants exhibited significantly lower levels of non-violent criminal behavior from the SET-Intake to Retest. As seen in Table 20, the number of participants who reported not having engaged in any non-violent criminal behaviors in the last six months increased at SET Retest by 20.3%. More specifically, the number of participants who reported having engaged in one or more non-violent criminal behaviors in the last six months decreased or remained nearly constant at SET Retest. While no significant change was observed in the levels of violent criminal behavior from the SET-Intake to Retest, it is worth noting that the number of participants who had not engaged in any violent criminal behaviors increased by 20.3%. This increase is driven by a decrease in the number of participants who had engaged in one or two violent criminal behaviors at SET-Intake; the number of participants who reported having engaged in three or more violent behaviors remained nearly constant at Retest.

Table 19: Average Number of Non-Violent Criminal Behaviors and Violent Criminal Behaviors Reported at SET-Intake and at SET-Retest

	N	Change in Average Score	
		Initial	Retest
Non-violent criminal behavior**	59	1.4	0.7
Violent criminal behavior	59	1.1	0.8

Note: ** p < .01; N may vary due to missing responses

Table 20. Number of Non-Violent Criminal Behaviors – 59 SET Pairs

What number of different things on this list have you done in the last 6 months? 0 1 2 3 4 5 more	Number of Non-Violent Behaviors	Initial SET		SET-Retest	
		N	%	N	%
		Purposely destroyed property that did not belong to you	None	28	47.5
Sold drugs such as marijuana or prescriptions	One	8	13.6	8	13.6
Sold hard drugs	Two	8	13.6	4	6.8
Stolen or tried to steal something worth <u>less</u> than \$50	Three	6	10.2	5	8.5
Stolen or tried to steal something worth <u>more</u> than \$50	Four	5	8.5	0	-
Gone into or tried to go into a building to steal something	Five	2	3.4	2	3.4
Stolen or tried to steal a car or other motor vehicle	More than five	2	3.4	0	-
	Total	59	100	59	100

Table 21. Number of Violent Criminal Behaviors – 59 SET Pairs

What number of different things on this list have you done in the last 6 months? 0 1 2 3 4 5 more	Number of Violent Behaviors	Initial SET		SET-Retest	
		N	%	N	%
		Kicked, attacked or hit someone with your fists	None	25	42.4
Stolen money or things from a person (not with a weapon)	One	21	35.6	10	16.9
Carried a weapon (a knife or a gun or something else)	Two	6	10.2	5	8.5
Been involved in gang fights	Three	1	1.7	2	3.4
Threatened to hurt someone to get them to do what you want them to do	Four	4	6.8	3	5.1
Attacked someone with a weapon (a knife or a gun or something else)	Five	1	1.7	2	3.4
Used a weapon or force to get money or things from people	More than five	1	1.7	0	-
Stolen or tried to steal a car or other motor vehicle	Total	59	100	59	100

Unfortunately, too few SET-Retest were completed for the GRYD FCM participants served during the grant period to examine change over time in other areas captured by the SET. However, previous evaluation results found significant changes in participation in gang activities, less time spent with the gang, and decreased emotional attachment to the gang over time.¹¹

GRYD Intervention Family Case Management Summary and Conclusions

GRYD Intervention Family Case Management (FCM) delivers services to gang-involved young people in order to increase prosocial embeddedness and reduce gang embeddedness (e.g. gang identity and involvement in violence) by transferring attachments from gangs to positive activities. Through a multi-phased program model that includes the delivery of Individual, Family, and Team Meetings, GRYD providers connect participants and their families to resources to help them meet their goals and successfully complete the GRYD FCM Program. Programmatic objectives include the improvement of participants' educational outcomes, connection to employment opportunities, obtainment of identifying documentation, and reduction in arrests during enrollment in FCM services.

During the grant period from May 1, 2018 through April 30, 2020, GRYD FCM providers enrolled all young people who were determined to be eligible for GRYD FCM services. In total, 298 GRYD FCM participants were served in the Foothill and Hollenbeck 3 GRYD Zones. GRYD FCM services are directed at gang-involved young adults between the ages of 14 and 25 years old, and the findings from this report suggest that GRYD FCM providers are engaging individuals who fall in the target population. Based on participant characteristics assessed through the administration of the Social Embeddedness Tool (SET) Intake (213 total), 57.8% reported having engaged in one or more violent behaviors while 33.3% had engaged in two or more in the six months leading to enrollment in services.

During enrollment in GRYD FCM services, participants and families participated in a broad range and number of activities, totaling 6,631 activities across both GRYD Zones during the grant period. Participants attended 2,735 meetings alone (2,817 hours) and participants and families together attended 1,326 family meetings (1,530 hours). Taken together, GRYD providers spent a considerable amount of time engaging with and providing resources and services to FCM participants and their families during the grant period. It is worth noting that the most common types of activities provided to participants and families were Individual Meetings (41.7%), Family Meetings (21.1%) and Team Meetings (18.5%), which reflects the dosage of the GRYD FCM model. Interestingly, when considering participant and family attendance, it appears that Foothill and Hollenbeck 3 GRYD Zones engaged participants and families at similar rates: participants attended 49.3% and 50.9% of activities alone, respectively, families attended 1.2% and 1.0% of activities alone, respectively, and participants and families attended 19.5% and 25.7% of activities alone, respectively.

The reassessment data collection process for Cycle 1 was completed for only 41 participants, all of whom were enrolled in the Hollenbeck 3 GRYD Zone. A comparison of participant data assessed at the start of GRYD services and again six months later showed positive changes at the individual level. During enrollment in services, one participant received their high school diploma, three found part-time employment, and seven obtained forms of identification such as Social Security Cards or California Picture IDs. No reassessment data collection was completed by the Foothill GRYD Zone; and, as such, outcome results cannot be provided for the measures presented. It is imperative that participant change and progress over time are captured in order to speak to the impact of GRYD FCM services. Hence, continued training and support around the reassessment process for GRYD FCM participants should remain

¹¹ Kraus, M., Leap, J., Rivas, L., Manos, K., Hennigan, K.M., & Kolnick, K.A. (2017). *GRYD Gang Intervention Family Case Management 2017 Evaluation Report*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development. https://www.juvenilejusticeresearch.com/sites/default/files/2020-08/GRYD%20FCM%20Report_Final.pdf

an area of focus for future GRYD provider trainings, particularly during technical assistance meetings led by GRYD Regional Program Coordinators (RPCs) and at future GRYD Data Feedback Loop Training sessions.

A pre-post comparison of 59 SET-Intake and SET-Retest pairs for GRYD FCM participants across both GRYD Zones showed that GRYD FCM participants exhibited significantly lower levels of non-violent criminal behavior from the SET-Intake to SET-Retest. The number of participants who reported not having engaged in any non-violent criminal behaviors in the last six months increased at Retest (20.3%), while the number of participants who reported having engaged in one or more non-violent criminal behaviors in the last six months decreased or remained nearly constant at Retest. Though change was not significant in the levels of violent criminal behavior from the SET-Intake to SET-Retest, it is worth noting that there was an increase in the number of participants who had not engaged in any violent criminal behaviors (20.3%) during the previous six months at SET-Retest.

This finding is consistent with results from a larger 2017 GRYD Evaluation Report which found positive change in the areas of violent behaviors, involvement in gang activities, time spent with the gang, and emotional attachment to the gang.¹² However, too few SET-Retest were completed for participants served during the grant period to examine change over time in other areas.

Overall, while data collection in the areas of SET administration and reassessment are areas in need of improvement, the data shows that GRYD FCM providers are successfully enrolling the target population, engaging participants and families in a broad array of activities and supportive services, and largely meeting the programmatic objectives of the FCM service model.

GRYD Incident Response Program

The GRYD Incident Response (IR) Program defines the process by which GRYD both responds to incidents of violence when they occur and seeks to reduce retaliation following such incidents.

These efforts to respond to violent incidents and interrupt future violent incidents in the communities it serves are accomplished through the GRYD Triangle Partnership and IR Protocol. The GRYD Triangle Protocol defines the partnership between the GRYD Office, GRYD Community Intervention Workers (CIWs), and the Los Angeles Police Department (LAPD) while the GRYD IR Protocol establishes the expectations around actions taken by all parties when a violent incident does occur.¹³ In addition, this work is supported by ongoing Proactive Peacemaking efforts carried out on a daily basis by CIWs. Proactive Peacemaking consists of activities intended to maintain peace prior to incidents of violence as well as actions taken to encourage community cohesion following incidents of violence. Overall, the goals and objectives for GRYD IR and Proactive Peacemaking are as follows:

GRYD Incident Response and Proactive Peacemaking Goals and Objectives

Goal for Incident Response: To provide effective collaborative responses to incidents of violence when they occur to reduce future violence.

- **Objective:** To reduce gang violence by:
 - Connecting victims and their families to supportive services.
 - Ensuring accurate information is disseminated in order to control the diffusion of rumors.
 - Renegotiating or establishing Peace Treaties/Ceasefire Agreements.

¹² Kraus, M., Leap, J., Rivas, L., Manos, K., Hennigan, K.M., & Kolnick, K.A. (2017). *GRYD Gang Intervention Family Case Management 2017 Evaluation Report*. Los Angeles, CA: The Los Angeles Mayor's Office of Gang Reduction and Youth Development. https://www.juvenilejusticeresearch.com/sites/default/files/2020-08/GRYD%20FCM%20Report_Final.pdf

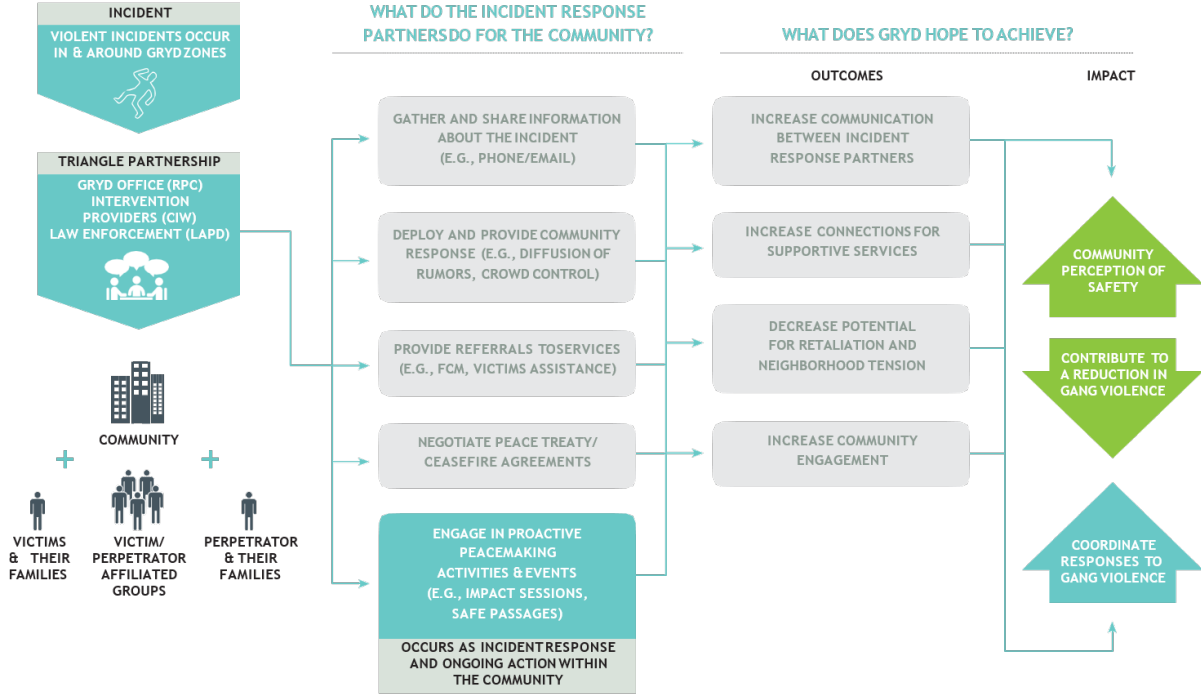
¹³ 2016-2017 Evaluation Reports produced by the GRYD Research & Evaluation Team are cited here and can be accessed at: <https://www.lagryd.org/evaluation-report>

Goal for Proactive Peacemaking: To use proactive peace-making activities to deter violence before it happens.

- **Objective:** To reduce gang violence by:
 - Conducting street mediation.
 - Conducting safe passages.
 - Organizing community events.
 - Providing mentoring and family engagement.

Figure 6: GRYD Incident Response Program Logic Model

GRYD INCIDENT RESPONSE & PROACTIVE PEACEMAKING



GRYD Incident Response Program Evaluation Results

Between May 1, 2018 and April 30, 2020, the Foothill and Hollenbeck 3 GRYD Zones were notified of 207 incidents, of which 79 (38.2%) had some type of action taken by both GRYD Regional Program Coordinators (RPCs) and Community Intervention Workers (CIWs). Out of the 79 incidents for which the GRYD Incident Response (IR) Protocol were enacted, 60 (75.9%) occurred inside a GRYD Zone. Information reported by GRYD RPCs within the first 24 hours of each incident occurring showed that 67.1% of the incidents were identified as being gang-related, and most (65.8%) had low or no potential for retaliation (as seen in Table 22 below).

Table 22. Characteristics of Incidents Responded to by GRYD

All incident characteristics 2018 - 2020	Total (79)	
	N	%
Inside or Outside of GRYD Zone		
Inside	60	75.9
Outside	19	24.1
Potential for Retaliation		
Low	29	36.7
None	23	29.1
Medium	20	25.3
High	7	8.9
Is Incident Gang-Related		
Yes	53	67.1
Unknown	14	17.7
No	12	15.2

Across the two GRYD Zones, the vast majority of these incidents were single victim shootings (72.2%) and homicides (21.5%), followed by smaller percentages of multiple victim shootings (2.5%), stabbings (2.5%) and shots fired (1.3%). As seen in Table 23, types of incidents were consistent in both GRYD Zones.

Table 23. Incidents by Type

Incident type	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
Single Victim Shooting	57	72.2	25	69.4	32	74.4
Homicide	17	21.5	6	16.7	11	25.6
Multiple Victim Shooting	2	2.5	2	5.6	0	-
Stabbing	2	2.5	2	5.6	0	-
Shots Fired	1	1.3	1	2.8	0	-
Total	79	100	36	100	43	100

An examination of the types of actions taken by GRYD RPCs and CIWs following the notification of a violent incident in the community correspond to and reflect the unique roles and responsibilities of these entities as part of the GRYD Triangle Partnership. The primary action taken by GRYD RPCs (in 74.7% of all incidents) was making phone calls or sending e-mails to facilitate communication or gather information. This was followed by instances of responding to the crime scene (in 20.3% of all incidents) or to a place in the community (in 7.6% of all incidents). On the other hand,

the primary actions taken by CIWs largely involve deploying to places in the community. This reflects the CIW's role as part of the GRYD Triangle Partnership to decrease community tension, reduce the probability of retaliation taking place, engage with the involved gangs/crews and the community, and connecting with families and community members.

Specifically, CIWs responded to the hospital and/or crime scene for 64.9% of all incidents, responded to a place in the community for 42.9% of all incidents, made phone calls or sent e-mails in 41.6% of all incidents, and canvassed the community for 40.3% of all incidents. Other community based actions such as rumor control and connecting the victim and families to services (as seen in Table 24) were also taken though for a smaller percentage of incidents.

Table 24. Actions Taken by RPCs and CIWs

Actions taken	RPCs		CIWs	
	N	%	N	%
Responded to the Hospital	0	-	50	64.9
Responded to the Scene	16	20.3	50	64.9
Responded to a Place in the Community	6	7.6	33	42.9
Phone Call/Email	59	74.7	32	41.6
Canvassed the Community	0	-	31	40.3
Rumor Control	0	-	21	27.3
Connected Victim/Family to Services	0	-	12	15.6
Crowd Control	0	-	3	4.0
Other	0	-	3	4.0

Note: All actions that apply are reported for each incident so total % is greater than 100.

Notable differences are also evident when considering the contacts made by GRYD RPCs and CIWs in response to an incident. As seen in Table 25, while the most frequently contacted entity by RPCs is LAPD (67.1% of all incidents), for CIWs, the most frequently contacted entities were the victim's family (36.4% of all incidents) or the victim or perpetrator's affiliated groups (7.8% of all incidents). Though CIWs also contacted LAPD, this only occurred in 3.9% of all incidents. For both RPCs and CIWs, no contacts were made in 12.7% and 50.6% of all incidents respectively.

Table 25. Contacts Made by RPCs and CIWs

Contacts made	RPCs		CIWs	
	N	%	N	%
Victim's Family	15	19.0	28	36.4
Victim/Suspect Affiliated Group	0	-	6	7.8
LAPD	53	67.1	3	3.9
LAUSD	0	-	2	2.6
City Council Office	1	1.3	0	-
Other Contact Made	2	2.5	6	7.8
No Contact Made	10	12.7	39	50.6

Note: All contacts that apply are reported for each incident so total % is greater than 100.

For 45 of the 79 incidents (57.0%) during this grant period, CIWs reported taking follow-up actions after more than 24 hours post-incident occurrence. When follow-up actions were taken, types of activities conducted included monitoring hot spots (20.0%), rumor control (17.8%), family contact (17.8%), referral for victims' assistance (13.3%), street outreach (8.9%), safe passage (6.7%), referral for mentoring (4.4%), street mediation (2.2%), peace maintenance (2.2%), school contact (2.2%), referral for GRYD Intervention FCM (2.2%), and referral for relocation support (2.2%).

Beyond their role in the GRYD Triangle Partnership and IR Protocol, CIWs also play an active and ongoing role within the community to maintain community cohesion. CIWs engage in a variety of ongoing Proactive Peacemaking activities and events aimed at reducing violence in their communities (e.g. monitoring hot-spots, conducting impact sessions with gang-involved youth and young adults, establishing peace treaties or agreements among rival groups in order to defuse community tension, and holding street outreach in areas impacted by gang violence). Such Proactive Peacemaking activities are also logged in the GRYD Database and provide a window into the types of activities conducted and the amount of time spent carrying out these efforts in the community.

There are five categories of Proactive Peacemaking: Street Intervention, School Related, CBO/LAPD Contact, Community Events, and Personal Engagement. Street Intervention consists of rumor control, street mediation, peace maintenance, street outreach, and monitoring hot-spots; School Related consists of safe passage and contact with school; CBO/LAPD Contact consists of law enforcement contact and collaboration, GRYD collaboration, and contact with CBO; Community Events consists of community engagement, community meetings, event/activities, and workshops; Personal Engagement consists of mentoring, impact sessions, potential participant contacts, and family engagement. Across both GRYD Zones during the grant period, 12,083 Proactive Peacemaking activities were recorded by CIWs, translating to 18,811 hours of efforts conducted, or about 26 hours per day for the duration of the grant period. As seen in Table 26, when considering the types of activities conducted, CIWs predominantly engaged in street intervention (29.6%), followed by personal engagement (27.4%), and school related activities (23.2%). These are followed by community events (13.6%) and CBO/LAPD contact and collaboration (6.2%).

When comparing Proactive Peacemaking efforts at the GRYD Zone level, it is apparent that efforts put forth by Hollenbeck 3 are largely directed at the individual level of engagement while actions by Foothill are aimed more broadly at the community level. The top 3 areas logged by Hollenbeck 3 were personal engagement (30.7%), school related (25.7%), and street intervention (24.9%), while the top 3 areas recorded by Foothill were street intervention (40.8%), community events (20.3%), and personal engagement (19.6%). A point worth noting is that while Hollenbeck 3 logged substantially more activities than Foothill (8,510 and 3,573, respectively), the number of hours

spent did not differ as significantly, with Hollenbeck 3 reporting 10,598 hours and Foothill reporting 8,213 hours.

Table 26. Proactive Peacemaking Activities and Hours Spent

Activity type	Total			Foothill			Hollenbeck 3		
	N	%	Hrs	N	%	Hrs	N	%	Hrs
Personal Engagement	3,317	27.4	3,971	701	19.6	1,590	2,616	30.7	2,381
Mentoring	2,167	17.9	2,262	319	8.9	705	1,848	21.7	1,557
Potential Participant Contact	829	6.9	1,077	267	7.5	563	562	6.6	515
Impact Sessions	197	1.6	389	83	2.3	227	114	1.4	163
Family Engagement	124	1.0	242	32	0.9	96	92	1.1	147
Street Intervention	3,572	29.6	5,280	1,456	40.8	2,746	2,116	24.9	2,534
Monitored Hot Spot	2,059	17.0	2,953	965	27.0	1,708	1,094	12.9	1,245
Street Outreach	1,023	8.5	1,587	284	7.9	589	739	80.7	998
Peace Maintenance	120	1.0	204	30	0.8	101	90	1.1	103
Street Mediation	164	1.4	234	95	2.7	158	69	0.8	76
Rumor Control	206	1.7	303	82	2.3	191	124	1.5	112
School Related	2,805	23.2	3,237	616	17.2	1,183	2,189	25.7	2,054
Safe Passage	2,036	16.9	2,360	595	16.7	1,137	1,441	16.9	1,223
Contact with School	769	6.4	877	21	0.6	46	748	8.8	831
Community Events	1,641	13.6	5,217	725	20.3	2,389	916	10.8	2,827
Community Engagement	557	4.6	1,464	369	10.3	1,046	188	2.2	418
Event/Activity	586	4.8	2,390	221	6.2	978	365	4.3	1,413
Workshop	445	3.7	1,244	90	2.5	261	355	4.2	984
Community Meeting	53	0.4	118	45	1.3	105	8	0.1	14
CBO/LAPD Contact	748	6.2	1,106	75	2.1	305	673	7.9	801
Contact with CBO	583	4.8	647	26	0.7	86	557	6.5	561
GRYD Collaboration	105	0.9	319	33	0.9	140	72	0.8	180
Law Enforcement	60	0.5	140	16	0.4	80	44	0.5	61

GRYD Incident Response Program Summary and Conclusions

The GRYD Incident Response (IR) Program aims to interrupt and contribute to the reduction of gang violence in the areas GRYD serves through actions that facilitate communication and responses to gang violence. Specifically, the GRYD IR Protocol aims to prevent gang violence by 1) connecting victims and their families to supportive services, 2) ensuring accurate information is disseminated in order to control the diffusion of rumors, and 3) renegotiating or

establishing Peace Treaties/Ceasefire Agreements. Proactive Peacemaking provides additional support for the same goals by 1) conducting street mediation and safe passages, organizing community events, and providing mentoring and family engagement on an ongoing basis.

During the grant period, Foothill and Hollenbeck 3 GRYD Regional Program Coordinators (RPCs) and Community Intervention Workers (CIWs) responded to 79 violent incidents, the majority of which were located within a GRYD Zone (75.9%) and were identified as being gang-related incidents (67.1%). Of all 79 incidents, 72.2% were classified as single victim shootings, 21.5% classified as homicides, 2.5% classified as multiple victim shootings or stabbings, and 1.3% as shots fired.

Upon receiving notification of the violent incidents, both GRYD RPCs and CIWs engaged in violence interruption activities that reflect their unique roles under the GRYD Triangle Partnership. While GRYD RPCs primarily took actions around facilitating communication among partners of the GRYD Triangle Partnership (i.e. the Los Angeles Police Department, GRYD CIWs, and RPCs), post-incident actions taken by CIWs largely involved deploying to the community to diffuse community tension, engaging with the involved gangs/crews and the larger community, and efforts to reduce the likelihood of retaliation taking place that involved engaging with community members. Such observed differences affirm that the GRYD IR Protocol is enacted as intended by the GRYD Comprehensive Strategy with each partner serving a specific role that ensures effective communication and coordinated efforts to achieve a common goal. When considering both the actions taken and contacts made by CIWs post-incident, it is apparent that CIWs are heavily invested in connecting with individuals in the communities to reduce the likelihood of retaliatory violence. Following incidents, CIWs responded to the hospital or crime scene for 64.9% of all incidents and responded to a place in the community for 42.9% of all incidents. Additionally, CIWs canvassed the community for 40.3% of all incidents, conducted rumor control activities for 27.3% of all incidents, and connected victims and families to services for 15.6% of all incidents.

Proactive Peacemaking efforts to further support the prevention and interruption of violence within the communities were also carried out by both GRYD Zones, with a majority of the activities conducted in the areas of street intervention (29.6%) and personal engagement (27.4%), followed by school related activities (23.2%), community events (13.6%), and CBO/LAPD contacts (6.2%). Interestingly, there were considerable differences between the Foothill and Hollenbeck 3 in the types of activities, number of activities, and amount of time spent on the efforts reported. Such differences may reflect the unique characteristics, neighborhood dynamics, and needs of each community or be indicative of the different internal protocols that the GRYD providers follow when recording activities in the GRYD Database. Additional investigation to examine factors that may be contributing to the observed differences is warranted, as findings may provide insight into how different violence interruption approaches and strategies may differentially impact communities.

Summary of Results and Conclusions

Taken together, the results of this evaluation show that programming objectives for Foothill and Hollenbeck 3 GRYD Zones are being met across the areas of GRYD Prevention and Intervention Family Case Management FCM services and the GRYD Incident Response (IR) Program during the grant period from May 1, 2018 through April 30, 2020. These interventions represent a holistic, comprehensive approach to addressing gang membership and violence in communities that are disproportionality impacted by gang-related violence. Collectively, the findings of this evaluation show that:

GRYD Prevention Services:

1. GRYD Prevention providers are engaging youth who fall in the target population for services and their families.

2. Participants and families who enrolled in GRYD Prevention services attended a large number of activities led by GRYD providers; results suggest that Foothill and Hollenbeck 3 employ different service delivery approaches and strategies around participant and family engagement.
3. Participants significantly reduced their risk of gang joining, particularly those who successfully completed services, who experienced greater changes than those who exited from services unsuccessfully in most areas.
4. Youth Services Eligibility Tool (YSET) scale scores from YSET-Intake to YSET-Retest showed statistically significant reductions in the areas of Antisocial Tendencies, Critical Life Events, Guilt Neutralization, Impulsive Risk Taking, Weak Parental Supervision, and Negative Peer Influence.
5. A reason for exiting services was not provided or could not be determined for 35.5% of all program exits, which could potentially be diluting positive program outcomes. Accordingly, future GRYD provider trainings should refocus efforts around data collection with an emphasis on the importance of recording participants' reasons for program exits.

GRYD Intervention Family Case Management:

1. GRYD Intervention Family Case Management (FCM) providers are engaging young adults who fall in the target population for services and their families.
2. Participants and families who enrolled in GRYD FCM services attended a substantial amount of activities delivered by GRYD providers.
3. Positive changes at the individual level were reported for participants who completed the reassessment process (41), with one participant earning a high school diploma; arrests, with 5.0% fewer participants reporting having been arrested; employment, with several additional participants reporting full-time employment; and, attainment of work-ready documentation such as birth certificates, social security card, and California picture IDs.
4. FCM participants exhibited significantly lower levels of non-violent criminal behavior from the SET-Intake to SET-Retest; specifically, the number of participants who reported not having engaged in any non-violent criminal behaviors in the last six months increased by 20.3%.
5. While there were no significant changes in the levels of violent criminal behavior from the SET-Intake to SET-Retest, it is worth noting that at the individual level, there was an increase in the number of participants who had not engaged in any violent criminal behaviors (20.3%).
6. A reason for exiting services was not provided or could not be determined for 7.8% of all program exits, with Foothill with a percentage of 13.5%; the Cycle 1 reassessment process was not completed for any participants in Foothill; and too few SET-Retest were completed for the GRYD FCM participants during the grant period to examine change over time in all areas captured by the SET. Taken together, such factors may potentially be diluting participant and family success within the GRYD FCM Program and suggest that it is necessary to focus future GRYD provider trainings around the reassessment process.

GRYD Incident Response Program:

1. GRYD Regional Program Coordinators (RPCs) and Community Intervention Workers (CIWs) hold different but complementary key roles and responsibilities as part of the GRYD Triangle Partnership to prevent violence and interrupt retaliatory violence as evidenced by the actions taken and contacts made by RPCs and CIWs post-incident notification:
 - a. When considering actions taken following notification of incidents, GRYD RPCs largely facilitated communication among partners of the GRYD Triangle Partnership while CIWs were heavily invested in connecting and engaging with members in the community, often deploying to the crime scene, the hospital, or a place in the community.

- b. When considering the contacts made by GRYD RPCs and CIWs in response to incidents, while the most frequently contacted entity by RPCs is LAPD (67.1% of all incidents), for CIWs, the most frequently contacted entities were the victim's family (36.4% of all incidents) or the victim or perpetrator's affiliated groups (7.8% of all incidents).
2. Through short-term and ongoing actions, GRYD provider staff, particularly CIWs, are actively engaged in maintaining community cohesion through a range of ongoing Proactive Peacemaking activities; of all Proactive Peacemaking activities conducted by CIWs, street intervention and personal engagement were the most common (29.6% and 27.4% respectively).

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