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

# CalGRIP 15-17 Final Evaluation Report

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*This work was produced as part of the California State University, Los Angeles GRYD Research and Evaluation Team led by Denise C. Herz, Ph.D., and Molly Kraus, MPL; Co-Research Directors.*



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## Executive Summary

The City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) oversees a multi-pronged Comprehensive Strategy that includes the gang prevention, gang intervention, and violence interruption activities which are the subject of this report. GRYD implemented a number of significant changes during the first year of the grant period including an updated mission statement which reflects the intention that individual, family, and community level change will over time impact gang membership and violence. In addition, service areas were expanded and shifted in order to provide more substantial coverage based on community needs. Evaluation efforts have also shifted to an integrated data and practice feedback loop in order to identify areas of success and opportunities for improvement in services.

Overall, it appears that GRYD programming is meeting the specific goals and objective outlines for each components on a number of fronts. The key findings for each intervention for the January 1, 2015 through December 31, 2017 reporting period are presented below.

### GRYD Gang Prevention

GRYD Prevention Services are intended to serve youth (ages 10-15) at high risk of gang joining and their families. It is important to note that youth in this category are not yet gang involved though they may exhibit some gang-related behaviors. In order to be found eligible for services, the Youth Services Eligibility Tool (YSET) is administered; youth determined to be high risk must meet or exceed pre-established thresholds on four or more of the attitudinal and behavioral scales included. YSET Eligible youth who enroll in Secondary Prevention receive a structured cycle of services broken into phases and completed over approximately six months. As clients progress through the program, YSET retests are conducted and other reassessment data collection is completed every 6 months at the end of each service cycle. A total 395 clients and their families were served during the reporting period.

The primary goal for GRYD Prevention Services is to increase protective factors against gang joining among youth at high risk for gang membership by reducing risk factors related to gang membership, modifying behaviors such as those related to school performance and behavior at school or those that lead to arrests.

Key findings included:

- GRYD Service Providers were successful in identifying and enrolling YSET eligible youth (82% of those found eligible from 2015 – 2017) into Secondary Prevention programming.
- Clients and their families were provided a large number of activities (12,578) and spent a substantial number of hours with both client and family during Individual Meetings (1,631 hrs.), Family Meetings (2,755 hrs.), and Group Activities (7,186 hrs.).
- At Cycle 1 reassessment, nearly all youth remained enrolled in school (98%); additionally, fewer youth had received disciplinary actions and fewer youth had been arrested while receiving services than in the months leading up to enrolling in GRYD programming.
- After 6 months, 51% of clients saw their level of risk according reduce far enough that they were no longer YSET eligible.

- Comparison of changes in YSET scale scores from YSET-I to YSET-R saw decreases (positive change) in nearly every measure and statistically significant reductions were observed in the areas of Antisocial Tendencies, Critical Life Events, Impulsive Risk Taking, Weak Parental Supervision, and Negative Peer Influence. In eight of the nine scales, clients who exited successfully from programming saw greater decreases than those who did not.

## GRYD Gang Intervention Family Case Management

GRYD Gang Intervention Family Case Management (FCM) Services are intended for gang-involved young people (14-25) and their families. Through GRYD FCM programming, clients are connected to needed resources and services by GRYD Services Providers who provide support and assistance to clients and their families. Once enrolled, clients complete the Social Embeddedness Tool (SET) which is used to measure changes in gang embeddedness over time for GRYD FCM clients. Services are delivered on a six month cycle broken into phases; at the end of each cycle clients complete a SET retest and complete reassessment data collection in order to look at change over their time engaged in programming. A total of 323 clients and families were served during 2015 – 2017.

The primary goal from GRYD FCM is to increase prosocial connections and other protective factors for gang-involved young adults between the ages of 14 and 25 by assisting with basic needs that can lead to opportunities in employment, educational attainment, access to identifying information and foster the growth of prosocial connections that will lead to changes in behaviors (reduction in attestations) over time.

Key findings include:

- GRYD Service Providers were successful in enrolling clients who meet the eligibility criteria; 69% of clients who completed an Initial SET reported having joined a gang and 65% had engaged in one or more violent behavior in the months leading up to enrollment in GRYD FCM.
- Clients and their families were provided a large number of activities (8,203) which speak both to the amount of time spent with clients and families through Individual (2,835 hrs.) and Family Meetings (1,217 hrs.) but also to the efforts made on their behalf with 34% of all activities recorded not attended by the client or family.
- Few (18) cycle 1 reassessments and SET retests (8) were completed for the clients served during the reporting period. While a not insignificant percentage of clients exit programming prior to the end of a cycle, this nevertheless may suggest that it is necessary to refocus efforts around data collection used to measure client outcomes.
- Of the clients who completed reassessment, three received high school diplomas, two found full-time employment, and in six instances forms of identification such as picture ID's were obtained.

## GRYD Intervention Incident Response and Proactive Peacemaking

GRYD Intervention Incident Response (IR) and Proactive Peacemaking efforts are the mechanisms by which GRYD responds to violent incidents when they occur and works to deter future violence on an ongoing basis in the communities GRYD serves. The objectives for these efforts include connecting victims and their families to supportive services and rumor control post-incident while conducting street mediation, safe passages, community events, and engaging with youth and families in GRYD Zones. Overall, GRYD responded to 114 incidents and logged 19,277 proactive peacemaking activities during the reporting period.

Key finding include:

- Actions taken and contacts made by GRYD Regional Program Coordinators (RPCs) and Community Intervention Workers (CIWs) differ according to the roles and responsibilities of each as would be expected under the protocol. RPCs primarily facilitate a flow of information, and made phone calls/sent e-mails in 95% of all incidents. CIW actions taken reflect the intent to connect with the individuals impacted and often responded to the hospital, scene, or other place in the community after an incident occurred.
- Notably, CIWs indicated that they had connected the victim/family to services in 40% of all incidents.
- Of Proactive Peacemaking activities, those that were categorized into the area of personal engagement represented 35% of activities overall, followed by street intervention (15%).
- Differences can be identified in how Proactive Peacemaking is applied in each Zone, which may points to different areas of focus for each GRYD Service Provider.

## Project Description

The City of Los Angeles Mayor's Office of Gang Reduction and Youth Development (GRYD) oversees a Comprehensive Strategy which involves the provision of prevention services, gang intervention services, violence interruption activities, and involvement in proactive peacemaking activities. GRYD implemented a number of changes starting FY 2015-2016 related to GRYD's mission statement, areas of coverage, and research and evaluation approach. GRYD's updated mission was revised to more broadly reflect all components of the GRYD Comprehensive Strategy with the intention that individual, family, and community level change will in turn impact gang membership and violence over time. During the same time period, GRYD also expanded its areas of coverage from 12 to 23 GRYD Zones. Many of the 12 pre-existing GRYD Zones (including both Foothill and Hollenbeck 3) increased in size and/or had their coverage areas adjusted in order to ensure inclusion of the communities most in need. However, the GRYD Service Providers contracted for these Zones have remained the same.

Several new initiatives were also implemented during 2015 – 2017. These include the integration of trauma-informed services within the GRYD program through delivery of a Trauma Training Course for GRYD Gang Intervention; 2) a pilot program for GRYD Prevention Services that seeks to use a sport-based approach to foster youth development in areas specific to the risk factors related to gang-joining among, 3) a project intended to close the research to practice feedback loop by working with GRYD Intervention and Prevention Service Providers to identify and address factors related to early program drop out; and 4) an annual GRYD Research and Evaluation Symposium intended to bring all of the GRYD team together around the data.

GRYD is committed to evaluating these programs and currently contracts with California State University, Los Angeles to oversee all research and evaluation activities related to GRYD. The GRYD Research and Evaluation team partners work to evaluation the GRYD Comprehensive Strategy using both qualitative and quantitative data. Key goals of this work are to assess the impact of GRYD services and to create a "research to practice" feedback loop for continuous improvement of GRYD services. In addition to providing an overview of the Comprehensive Strategy and GRYD services, this report presents evaluation results for Foothill and Hollenbeck 3 GRYD Zones between January 1, 2015 and December 31, 2017.

## Overview of the GRYD Comprehensive Strategy

The GRYD Office was established in July of 2007 to address gang violence in a comprehensive and coordinated way throughout the City of Los Angeles. Community-based service provision began in 2009. Over the years, GRYD developed and implemented a Comprehensive Strategy<sup>1</sup> to drive funding and practice decisions across areas designated as GRYD Zones. GRYD currently provides services in 23 GRYD Zones throughout the City of Los Angeles; two of which, Foothill and Hollenbeck 3 are the subjects of this report.<sup>2</sup> Figure 1 shows an overview of the programs and activities currently supported under the GRYD Comprehensive Strategy. Each of these align with the following mission and goals:

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<sup>1</sup> 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: GRYD Office.

<sup>2</sup> GRYD services began in 2009 in 12 GRYD Zones offering gang prevention, gang intervention, and violence interruption. An additional eight secondary areas offered more limited programming; four implementing only gang prevention and four gang intervention and violence interruption. As of July, 2015 GRYD has expanded to 23 full GRYD Zones in which all prongs of the comprehensive strategy are employed.



### 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.

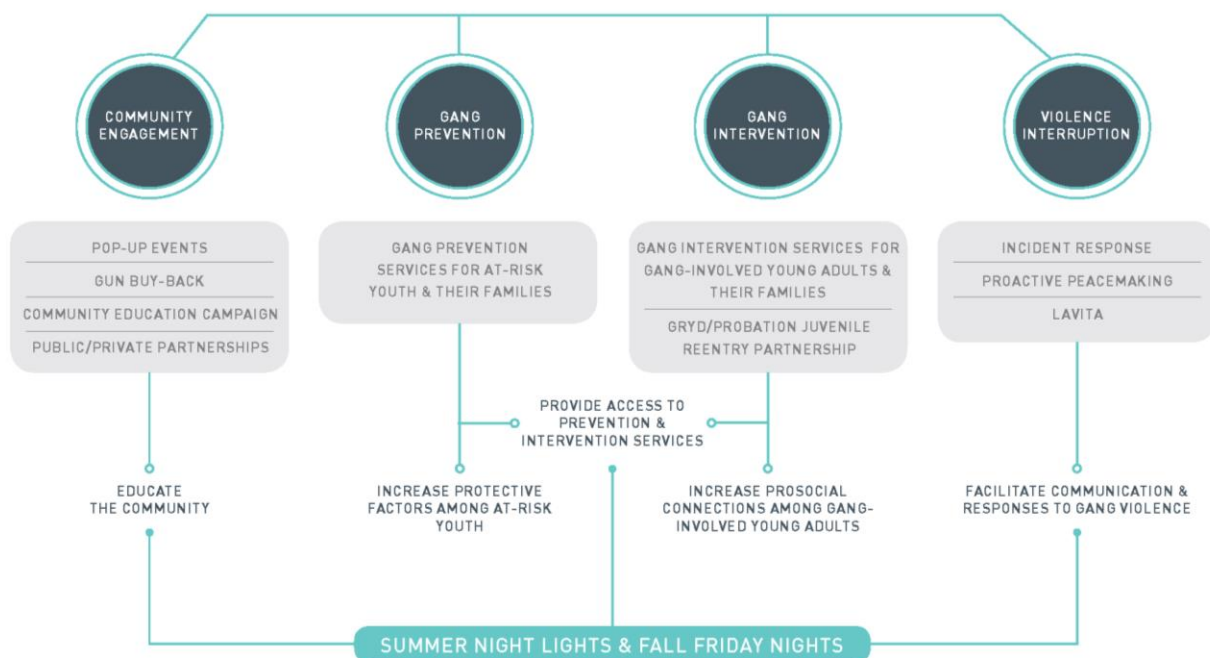
### GRYD Comprehensive Strategy Goals

- **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 Comprehensive Strategy

## OVERVIEW OF THE GRYD COMPREHENSIVE STRATEGY

**MISSION:** GRYD's mission is to strengthen youth/young adults, family, and community resilience to the influence of gangs by fostering public/private collaborations and supporting community-based prevention and intervention services.



As shown in Figure 1, the Comprehensive Strategy has multiple prongs, including community engagement, gang prevention, gang intervention and violence interruption. This report focuses on gang prevention and intervention services for clients and their families and also takes a look at the

process related to incident response and proactive peacemaking efforts for Foothill and Hollenbeck 3 GRYD Zones between January 1, 2015 and December 31, 2017.

To begin, a brief description of the programmatic components and their specific goals is included below.

## GRYD Gang Prevention

GRYD Gang Prevention Services are directed at youth (ages 10-15) who are identified as high risk for gang joining and their families. High-risk youth are not identified as members of a gang, but they may have behaviors that increase the likelihood of gang involvement or gang membership. Therefore, the model is designed to reduce risk factors and their associated behaviors by addressing the youth at the individual, family, and peer level while strengthening problem solving skills and the family's structure and cohesion.

In order for youth to be eligible for GRYD Prevention Services, referrals to the program must meet the following criteria:

- youth must be between ages 10 and 15 years old;
- have a significant presence in a GRYD Zone; and,
- score at risk for gang membership on the Youth Services Eligibility Tool (YSET).

Youth and their families who are referred to the program are invited to participate in a one-on-one assessment interview with a case manager. At that time, they also complete the Youth Services Eligibility Tool (YSET) to determine their eligibility for the services. Youth determined to be at a "high-risk level" on a scale must be equal to or greater than the pre-established threshold. To be eligible for GRYD Prevention Services, a youth must meet or exceed the risk threshold on four or more YSET scales.

Once identified as eligible for services by the YSET, the youth and families who enroll in programming receive services within a cycle comprised of seven phases. Each phase, other than Phase 1 which covers the referral and intake process, is intended to last roughly a month and involves the following:

- two in-person family meetings of at least an hour in length;
- one individual meeting at least an hour in length;
- at least one strategy session of at least 30 minutes; and,
- at least ten group activities (completed over a full cycle) of at least 45 minutes in duration.

Within each of these required meetings/activities, the provider team utilizes multigenerational coaching through the use of strength-based genograms (e.g., vertical strategy) and the use of problem-solving techniques (e.g., horizontal strategy). At the end of Phase 7 or six months in services (whichever comes first), clients retake the YSET, providing a measure of behavior over time. If sufficient progress is made, the client and family graduate. If further progress is needed, the client and family remain in the program and a second program cycle begins.<sup>3</sup>

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<sup>3</sup> City of Los Angeles Mayor's Office of Gang Reduction and Youth Development. (2016). *GRYD Prevention Services Policies and Procedures Handbook (v.1.6.2016)*. Los Angeles: GRYD Office.

Ultimately, the goals and objectives are as follows (see Figure 2 for an overview of GRYD Prevention programming):

### GRYD Gang 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

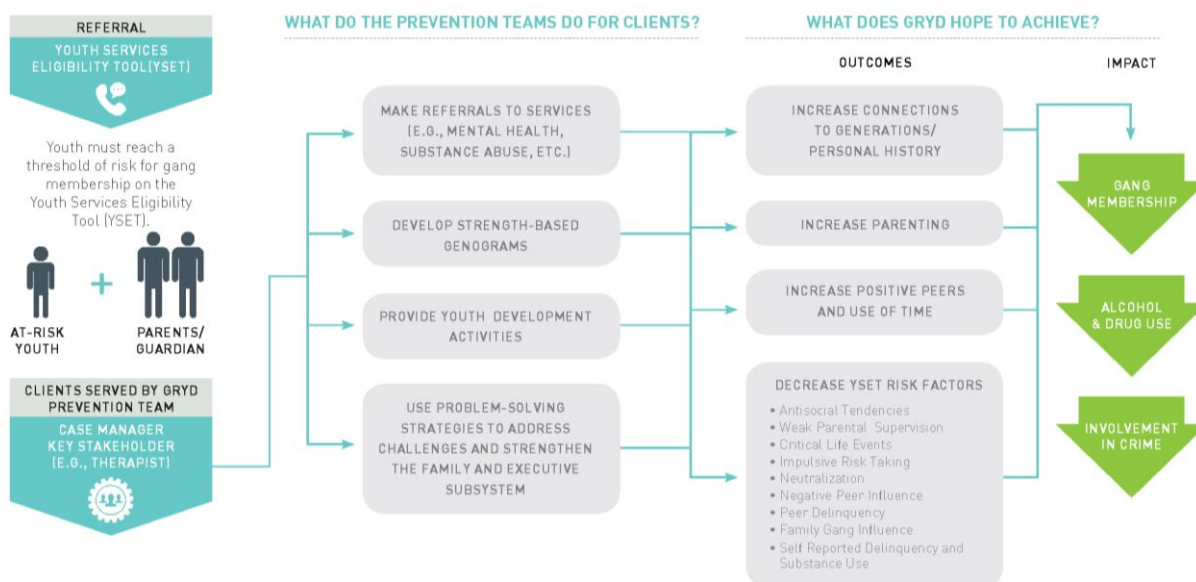
## GRYD GANG PREVENTION

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

» BE BETWEEN 10-15 YEARS OLD

» HAVE A SIGNIFICANT PRESENCE IN A GRYD ZONE

» SCORE AT RISK FOR GANG MEMBERSHIP ON THE YOUTH SERVICES ELIGIBILITY TOOL (YSET)



## GRYD Gang Intervention Family Case Management

GRYD Intervention Family Case Management (FCM) Services are directed at gang-involved young people between the ages of 14 and 25 years old. GRYD FCM Providers make referrals to services (e.g. mentoring, counseling, tattoo removal, etc.) and provide assistance and support for each of their clients. The model is designed to increase prosocial embeddedness and transfer attachments from gangs to positive activities through a multi-phased program that includes staff team meetings, individual client meetings, and client family meetings (see Figure 3 for an overview of GRYD FCM programming).

In order to be eligible for GRYD FCM Services, referrals to the program must meet the following criteria:

- referrals must be between the ages of 14 – 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 provider.

Once identified as eligible by the provider, the youth and families who enroll receive services within a cycle comprised of seven phases. Each phase, other than Phase 1 which covers the referral and intake process, is intended to last roughly a month and involves the following:

- two in-person meetings with the client at least 30 minutes in length;
- one family meeting at least 45 minutes in length; and,
- a minimum of one strategy team meeting of at least 20 minutes.

Within each of these required meetings, the team utilizes multigenerational coaching through the use of strength-based genograms (e.g., vertical strategy) and the use of problem-solving techniques (e.g., horizontal strategy). In the event that family engagement in the program is not achieved, the family meeting is held individually with the client. It should be noted that while family/caregiver participation is mandatory for those under 18 years of age, clients over the age of 18 define “family” according to their life circumstances.

A unique aspect of GRYD FCM Services is the development and introduction of an assessment tool for clients in order to measure changes in gang commitment over time. The Social Embeddedness Tool (SET) was developed to document the significant challenges faced by clients at the time they enter the program. The SET interview is administered during Phase 2 of services to document the challenges clients face at the individual, family, gang and conventional group level when they enroll in programming. The SET is also completed every six months while youth are receiving services in order to document improvement over time. Clients’ responses on the SET interview are used to gauge progress towards “letting go” of strong gang ties.

At the end of Phase 7, the team reassesses the client to identify if the client is ready to exit the program or will continue on for another cycle of services. If sufficient progress has been made, the client completes the program successfully. If further progress is needed, the client and family remain in the program and a second cycle begins.<sup>4</sup>

Programming goals and objectives are as follows:

#### *GRYD Gang 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 clients’ access to identifying documentation (e.g., license).

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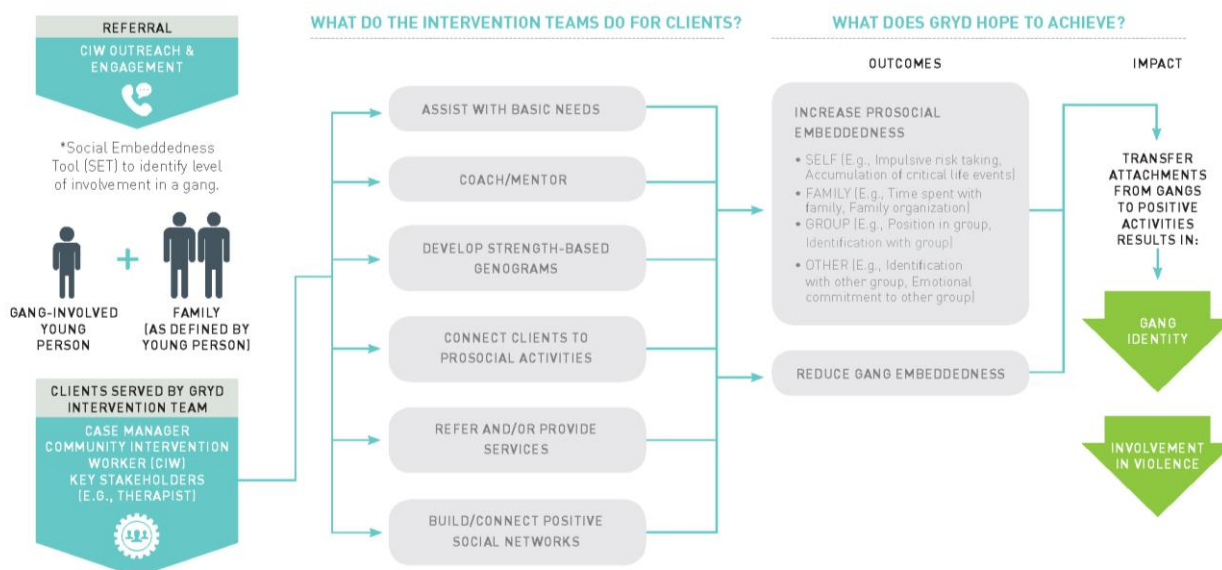
<sup>4</sup> City of Los Angeles Mayor’s Office of Gang Reduction and Youth Development. (2016). *GRYD Intervention Services Policies and Procedures Handbook (v.1.6.2016)*. Los Angeles: GRYD Office.

Figure 3: GRYD Intervention Family Case Management Services Logic Model

## GRYD GANG INTERVENTION

**To be eligible for GRYD Gang 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 Incident Response and Proactive Peacemaking

As part of GRYD's violence interruption efforts, GRYD Intervention Incident Response (IR) is designed to address gang violence both by responding to incidents when they occur and by engaging in ongoing proactive peacemaking efforts within the community (see Figure 4 for an overview of GRYD IR and Proactive Peacemaking). GRYD's IR protocol involves coordination and communication between the GRYD Office, GRYD IR Providers, and the Los Angeles Police Department (LAPD). These partners, referred to as the "Triangle Partners", work together in a relational triangle to reduce the potential for retaliation following an incident and to support victims and families impacted by violence.

This protocol combines the oversight and community organizing principles of the GRYD Office GRYD Regional Program Coordinators—RPCs), the assessment and implementation of intervention strategies based on community knowledge (through Community Intervention Workers—CIWs), and the investigative and targeted suppression strategies of law enforcement. The interaction among these entities affirms the roles and boundaries of each, while adding flexibility to each entity's response to incidents as they collectively work to reduce gang violence. In addition to conducting incident response, GRYD Intervention IR Community Intervention Workers (CIWs) spent a significant amount of time in communities on an ongoing basis conducting proactive peacemaking activities. These efforts consist of activities aimed both at maintaining peace before violence occurs and bringing the community together post incidents of violence.

Overall, goals and objectives for GRYD IR and Proactive Peacemaking as follows:

*GRYD Intervention 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.

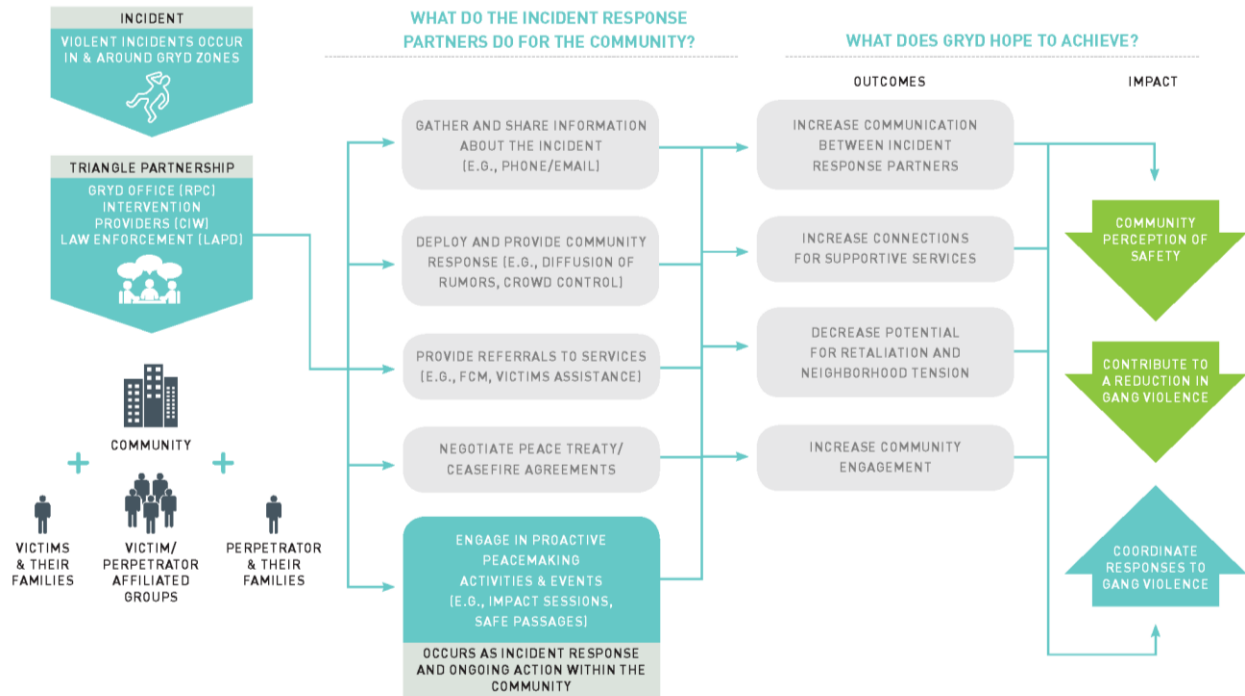
**Goal for Proactive Peacemaking:** To use proactive peace-making activities to deter violence before it happens.

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

Note: There are no outcome measures with regard to impact of the program for Intervention Incident Response and Proactive Peacemaking; rather, the impact of these activities will be considered in the larger GRYD evaluation of gang crime which can be provided as part of a larger GRYD final report.

Figure 4: GRYD Intervention Incident Response and Proactive Peacemaking Logic Model

## GRYD GANG INTERVENTION INCIDENT RESPONSE & PROACTIVE PEACEMAKING



Collectively, these interventions represent a comprehensive approach to addressing gang membership and gang violence/crime in communities that experience these problems in large measure. Effective implementation of these strategies will arguably reduce gang violence/crime over time as they will reduce the number of gang members and/or the level of embeddedness of those who are already members of gangs and de-escalate tensions in the community before they erupt into violence.



## Data and Methods

Data collection for evaluation of the interventions included in this report are captured through the following: 1) data entered for all interventions by GRYD Service Providers into the GRYD Efforts to Outcomes (ETO) Database, 2) administration of either the Youth Services Eligibility Tool (YSET) for GRYD Prevention or The Social Embeddedness Tool (SET) for GRYD Gang Intervention Family Case Management (FCM). Standardized data collection is required for all GRYD Service Providers and began in coordination with the introduction of the GRYD Comprehensive Strategy.<sup>5</sup> A description of each data source is provided below.

### *GRYD Efforts to Outcomes Database*

The GRYD ETO Database houses de-identified information for all referrals made to both GRYD Gang Prevention and GRYD FCM Services. This data includes demographic information, a record of activities conducted and services received while enrolled in GRYD programming, and pre-post measures used to capture client progress over each cycle of services (Note: a cycle is intended to last 6 months; clients can complete up to two cycles).

For both GRYD Prevention and FCM, analysis focuses on all clients served during the grant period of January 1, 2015 – December 31, 2017. Data were cleaned and additional variables created for analysis. A set of criteria based on provider entered data were used to identify those who went on to enroll.<sup>6</sup> In addition, for GRYD Prevention, data collected in the GRYD ETO Database was matched to the YSET Database. Only youth with matched records were included in this reports. It is important to note that for both types of programming, some individuals are re-referred to GRYD. Hence, while numbers reflect unique enrollments, they may not necessarily be unique individuals.

Quantitative analyses included Paired Sample T-Tests to test for statistical significance of change in YSET scales from the initial YSET (YSET-I) to the first retest (YSET-R) for GRYD Secondary Prevention clients. This analysis was restricted to clients for whom the timeline from YSET-I to YSET-R was between four to nine months.

In addition to service data entered for clients, the GRYD ETO Database is also used to capture data on violent incidents that responded to via GRYD's Intervention Incident Response Protocol. This includes both characteristics of incidents and also a detailed account of actions taken and types of contact made as part of post-incident mitigation. Proactive Peacemaking activities conducted on an ongoing basis in the community are also recorded in the GRYD ETO Database. Analysis focuses on all incidents responded to and activities recorded during the grant period.

Gang crime analysis will be conducted as part of the larger evaluation. It is expected that the sum of the all interventions considered as a whole will contribute to a reduction in gang crime/violence over time.

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<sup>5</sup> While GRYD programming began in 2009, it was not until the release of the GRYD Comprehensive Strategy in the fall of 2011 that the structure of services based on the conceptual model was introduced. Prior to this, little to no data were collected. Data collection systems were rolled out between September 2011 – February 1, 2012 for gang prevention, gang intervention, and violence interruption.

<sup>6</sup> A list of specific criteria used for each type of programming is included in detail later in the report.



### *YSET and SET Databases*

Both the YSET and the SET were developed by the Center for Research on Crime at the University of Southern California. The YSET is completed by all youth referred to GRYD Prevention Services in order to determine service eligibility based on risk factors for gang membership. For youth who are determined eligible and go on to enroll, the YSET is administered about every six months as part of completing reassessment for each service cycle. The SET is completed by GRYD FCM clients shortly after enrollment to measure key factors linked to levels of gang commitment over time. The SET is also completed about every six months (at the end of a cycle of services) while clients are enrolled. Clients who drop out prior to reaching the end of a cycle are not reassessed.

The results of this evaluation provide an opportunity to better understand the implementation of GRYD services specific to the Foothill and Hollenbeck 3 GRYD Zones during the past two years. In addition, the results serve as feedback loop to both identify areas of success and areas that can be improved moving forward for these Zones.

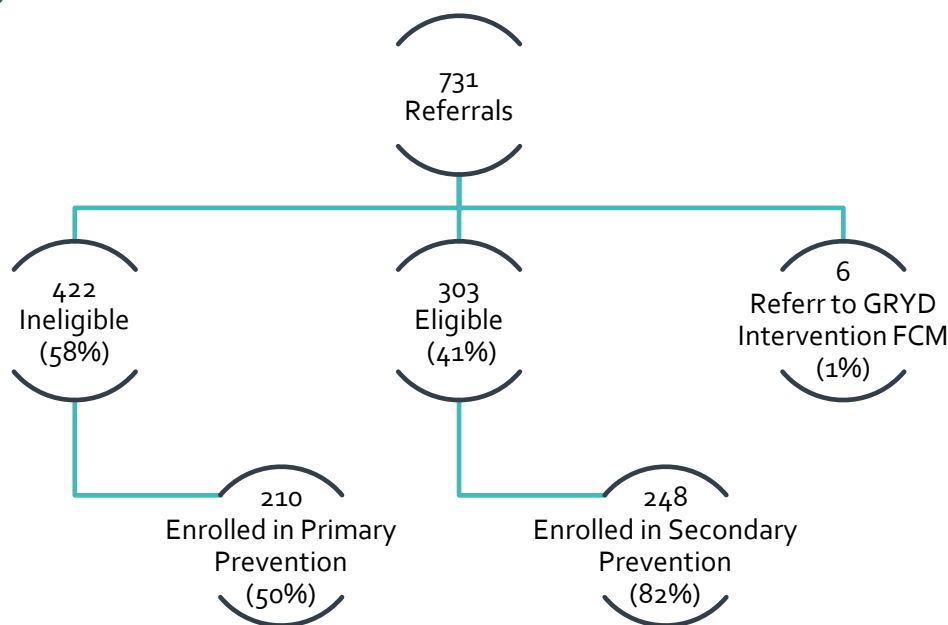
## Evaluation Results

This section includes both process and outcome evaluation for Foothill and Hollenbeck 3 GRYD Zones for the prevention, intervention, and violence interruption activities conducted under the GRYD Comprehensive Strategy. To begin, results for GRYD Gang Prevention Services are presented.

### GRYD Gang Prevention

Between January 1, 2015 and December 31, 2017, 731 referrals were received for GRYD Prevention Services in Foothill and Hollenbeck 3 GRYD Zones for which the YSET was completed and had matched records in the both the YSET and GRYD ETO Database. Figure 5 illustrates the flow of youth moving from referral to program enrollment during this time period.<sup>7</sup> Of these youth, 303 (41%) were found eligible for Secondary Prevention on the YSET completed at intake and 248 (82%) went on to enroll in programming. More than half of all referrals (422, 58%) were found ineligible at intake and 210 (50%) enrolled in Primary Prevention, a less intensive service model for youth who do not exceed the YSET risk threshold. While Primary Prevention youth are included in the referral and intake analysis and demographic data, these youth are not included in the rest of the report. Finally, the remaining 6 youth (1%) were referred over to GRYD Gang Intervention Family Case Management (FCM) Services. Overall, there were 458 new enrollments in GRYD Gang Prevention Services.<sup>8</sup>

*Figure 5: Client Flow Chart for GRYD Prevention Referrals in Period*



<sup>7</sup> Multiple criteria were used to identify youth who enrolled. In order to be considered a Secondary Prevention Client, each youth must be found YSET-I 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. Primary Prevention youth must be YSET-I Ineligible, have completed a Basic Client Information Form (and have been categorized as having been placed in Primary Prevention) and have at least one activity entered in the Activity Log.

<sup>8</sup> It is important to note that while these are unique enrollments, they are not necessarily unique individuals. A small number of youth may move from Primary to Secondary or exit services and later return.

Including those who enrolled prior to the start of 2015, 395 clients received Secondary Prevention Services and 303 received Primary Prevention Services during 2015-2017; totaling 698 clients and families served in the Foothill and Hollenbeck 3 GRYD Zones. When considering enrollments by Zone, there was a 10% difference between Zones; Foothill served more clients in Secondary Prevention and Hollenbeck 3 served more in Primary Prevention. Table 1 below presents a full breakdown of all clients served during the reporting period.

*Table 1: GRYD Prevention Clients Served in Period*

All clients served 2015 - 2017	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
Secondary	395	57	246	61	149	51
Primary	303	43	157	39	146	49
Total	698	100	403	100	295	100

Overall, clients were mostly male (64%), Latino (99%), and were an average of 13 years old when referred. Demographic characteristics for all clients served were consistent both across GRYD Zones and client types with the exception of age which differed by client type (see Table 2 below). Secondary Prevention clients were overall slightly older than Primary Prevention clients. The average age of Secondary Prevention clients was 13 while for Primary Prevention it was 12. However, it should be noted that clients aged 13 and older made up 67% of Secondary Prevention clients but only 42% of Primary Prevention. Finally, while most clients were within the age range of 10 – 15 as required under GRYD’s eligibility criteria; 2 clients enrolled in Secondary Prevention were older.

*Table 2: Demographics for all GRYD Prevention Clients Served in Period*

Demographics 2015 - 2017	Total	
	N	%
<b>Gender (N = 698)</b>		
Male	446	64
Female	252	36
<b>Race (N = 627)</b>		
Latino	620	99
African American	4	1
Other	3	1
<b>Age at Referral (N = 698)</b>		
Under 13	304	44
13 and Over	391	56
Average Age	13	
Age Range	10 - 17	

*Note: Due to rounding, % may be greater than 100.*

Program dosage for the 395 Secondary Prevention clients served during the reporting period looks at both the numbers of activities recorded as well as the type of activities that were conducted. In total, 12,578 activities were recorded in the GRYD ETO Database for these clients and families. The most common activity types were Group Activities (29%), Family Meetings (27%), Individual Meetings (15%) and Team Meetings (14%); all of which are part of the dosage required to be completed during each phase of services for Secondary Prevention clients. Table 3 provides a breakdown of the frequency for all activity types. While the total numbers of activities recorded by Zone differ, the proportion of each type activity across Zones is consistent for the most part with the exception of Other Family Activities which make up 17% of all activities recorded in Foothill and less than 1% for Hollenbeck 3.

*Table 3: Frequency of Activities for Secondary Prevention Clients*

All activities by type for Secondary Prevention clients	Total	
	N	%
Group Activity	3,669	29
Family Meeting	3,449	27
Individual Meeting	1,945	15
Team Meeting	1,741	14
Other Family Activity	1,555	12
Collateral Contact	146	1
Other Youth Development Activity	73	1
<b>Total</b>	<b>12,578</b>	<b>100</b>

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

In order to understand how activities logged translate to time spent with clients and their families, the number of hours conducting required meetings is included in Table 4 below. For this purpose, only activities that were considered completed based upon expected attendance were included; Family Meeting were counted when attended by both the client and their family while Individual Meetings and Group Activities considered client attendance alone. Overall, 8,713 activities were attended by clients and their families totaling 11,572 hours of contact from January 1, 2015 – December 31, 2017.

*Table 4: Hours of Contact for Secondary Prevention Clients*

Number of hours of contact by completed activity type	Total		Foothill		Hollenbeck 3	
	N	Hrs	N	Hrs	N	Hrs
Group Activity	3,627	7,186	2,816	6,061	811	1,126
Family Meeting	3,175	2,755	2,203	1,756	972	999
Individual Meeting	1,911	1,631	1,261	978	650	653
<b>Total</b>	<b>8,713</b>	<b>11,572</b>	<b>6,280</b>	<b>8,794</b>	<b>2,433</b>	<b>2,778</b>

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

Looking at attendance from another perspective, 44% of all activities were attended by clients alone, 10% were attended by family alone, and 29% were attended by client and family together. The remaining 15% of all activities logged were not attended by either clients or their families. However, this likely reflects Team Meetings or collateral contacts which they were not required to participate in and reflect efforts made on behalf of the client and family. Looking at family who attended alone by GRYD Zone yields some interesting results; while 14% of all activities in Foothill were attended by a family member without the client being present, this is true for only 1% of activities in Hollenbeck 3. It is possible that this difference may be related to the Other Family Activities identified previously as a difference between Zones and it may be worth further investigating the differing ways in which each Zone engages family in GRYD Secondary Prevention Services.

*Table 5: Activities Logged by Client and Family Attendance for Secondary Prevention Clients*

Number of hours of contact by completed activity type	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
<b>Attended by Client Alone</b>	<b>5,656</b>	<b>44</b>	4,154	45	1,502	46
<b>Attended by Family Alone</b>	<b>1,327</b>	<b>10</b>	1,279	14	48	1
<b>Attended by Client and Family</b>	<b>3,717</b>	<b>29</b>	2,659	29	1,058	32
<b>Not Attended by Client or Family</b>	<b>1,878</b>	<b>15</b>	1,219	13	659	20
<b>Total</b>	<b>12,578</b>	<b>100</b>	<b>9,311</b>	<b>100</b>	<b>3,267</b>	<b>100</b>

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

In order to assess change over time, reassessment is completed at the end of every cycle of services for Secondary Prevention Clients. Reassessment is intended to be holistic process that looks at progress over the course of a cycle of services (6 months) to determine if the client and family should continue for a second cycle, if they are ready to graduate, or other outcomes. The reassessment process for GRYD Secondary Prevention includes examination of the YSET results; progress on behaviors identified; input from the client, family, and provider staff as well as other factors. It should be noted that not all clients remain enrolled long enough to complete the reassessment process; some drop out or formally withdraw and some leave for other reasons.

Out of the 395 Secondary Prevention clients served during the reporting period, Cycle 1 reassessment was conducted for 214 (54%). Factors from reassessment are compared to the same characteristics at enrollment in Table 6 below. Overall, educational performance remained relatively stable. Nearly all clients were enrolled in school when they enrolled in programming and remained enrolled at reassessment. GPA increased for 15% of clients; however, it decreased for 19% and for the majority of clients (65%) their GPA remained the same. However, there was a decrease of 12% for clients receiving disciplinary actions at school; moving from 43% at enrollment in programming to 31% at reassessment. There was also a slight decrease in clients who had been arrested, though this number is small in both cases.

Importantly, only 49% were still YSET eligible after receiving 6 months of GRYD services. This indicates that the risk factors for gang joining measured by the YSET have reduced enough that the client is no

longer considered to be high risk. In addition, based on the observations of GRYD Service Provider teams, the vast majority of clients were not exhibiting gang-related behavior at cycle 1 reassessment.<sup>9</sup>

*Table 6: Cycle 1 Reassessment for Secondary Prevention Clients*

Measure of change	Initial Meeting		Cycle 1 Reassessment	
	N	%	N	%
<b>School Enrollment (N = 214)</b>				
Not Enrolled	4	2	4	2
Enrolled	210	98	210	98
<b>GPA (N = 130)</b>				
GPA Decreased	-		25	19
GPA Stayed the Same	-		85	65
GPA Increased	-		20	15
<b>Disciplinary Actions at School (N = 214)</b>				
Yes	91	43	66	31
No	123	57	148	69
<b>Arrests (N = 208)</b>				
Yes	14	7	6	3
No	194	93	202	97
<b>YSET Eligible at Reassessment (N = 211)</b>				
Yes	-		104	49
No	-		107	51
<b>Exhibiting Gang-Related Behavior at Reassessment (N = 211)</b>				
Yes	-		35	17
No	-		176	83
<b>Outcome at Cycle 1 Reassessment (N = 210)</b>				
Continue to Cycle 2	-		147	70
Graduate from Program	-		51	24
Other Outcome	-		12	6

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

During the reporting period, 267 GRYD Secondary Prevention clients exited services. Of these, 51% exited successfully. The remaining 49% include those who left due to long-term non-attendance, the

<sup>9</sup> For the purpose of reassessment, "gang-related behavior" is defined as youth who are exhibiting signs of affiliation such as hanging out with gang members, engaging in gang-related activities, wearing gang colors, throwing gang signs, etc. This behavior is identified through discussion with the case manager and family.

client and family formally dropped out or refused services, GRYD Prevention Services were no longer appropriate or necessary, the client was transferred to GRYD Intervention Family Case Management for services, or for undetermined reasons. It should be noted that program drop out (either formally or due to long term absence from services) accounted for 32% of all clients who exited from programming.

*Table 7: Program Outcomes for Secondary Prevention Clients*

Reason for closure for Secondary Prevention clients	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
<b>Successful Exit</b>						
<b>Graduated Program Successfully</b>	<b>137</b>	<b>51</b>	77	53	60	49
<b>Unsuccessful Exit/Other</b>						
<b>Long-term Non-Attendance</b>	<b>43</b>	<b>16</b>	24	17	19	16
<b>Formally Dropped Out/Refused</b>	<b>43</b>	<b>16</b>	25	17	18	15
<b>Needs Different/Additional Services</b>	<b>17</b>	<b>6</b>	6	4	11	9
<b>Transfer to Intervention</b>	<b>11</b>	<b>4</b>	2	1	9	7
<b>Undetermined Exit</b>	<b>16</b>	<b>6</b>	11	8	5	4
<b>Total</b>	<b>267</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>122</b>	<b>100</b>

In order to look more deeply into the changes demonstrated by clients while enrolled in GRYD Secondary Prevention Services, YSET scores at Intake and the first reassessment 6 months later were compared. This analysis was restricted to the 136 who completed the YSET-R within 4-9 months of their YSET-I.<sup>10</sup> To begin, changes in eligibility were reviewed for these clients overall and by their eventual program outcome. In total, at YSET-R, 46% percent were still eligible. When considering eventual program outcomes, the percentage of clients still eligible at YSET-R drops to 35% for clients who go on to complete the program successfully while for clients who exited unsuccessfully, 77% remained eligible at YSET-R.

*Table 8: Eligibility Results at YSET-R*

Eligibility at YSET-R	Total		Successful		Unsuccessful	
	N	%	N	%	N	%
<b>Eligible</b>	<b>62</b>	<b>46</b>	47	35	105	77
<b>Not Eligible</b>	<b>74</b>	<b>54</b>	89	65	31	23

Analysis was also conducted to determine the percent change for each scale. Paired sample t-tests were conducted to determine if these changes were statistically significant. Table 9 provides a look at change for each YSET scale overall as well as by successful or unsuccessful program outcome. Overall, all scales with the exception of Self-Reported Delinquency decreased over time; however, the change

<sup>10</sup> A YSET-R was completed for 242 of the 395 Secondary Prevention clients served in period; of these, 136 were completed within 4-9 of YSET-R while the remainder were completed over a longer timeframe.

for this scale was not statistically significant. Changes were statistically significant in the areas of Antisocial Tendencies, Critical Life Events, Impulsive Risk Taking, Weak Parental Supervision, and Negative Peer Influence. With the exception of Guilt Neutralization, the percentage change was greater for clients who successfully completed the program than those who did not. Clients who went on to graduate successfully saw decreases in all scale scores.

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

Scale	Total			Successful			Unsuccessful		
	YSET-I	YSET-R	% Change	YSET-I	YSET-R	% Change	YSET-I	YSET-R	% Change
<b>Attitudinal Scales</b>									
<b>Antisocial Tendencies</b>	16.8	14.2*	-15.6	16.8	13.6*	-19.2	16.4	14.1**	-14.2
<b>Critical Life Events</b>	4.1	3.5**	-14.8	3.0	3.1*	-18.9	4.6	3.8	-16.8
<b>Guilt Neutralization</b>	18.4	17.4	-5.5	17.9	16.9	-5.5	18.9	17.5	-7.3
<b>Impulsive Risk Taking</b>	14.9	12.9*	-13.0	15.1	12.4*	-17.4	14.5	13.5	-6.9
<b>Weak Parental Supervision</b>	7.7	6.6**	-14.5	7.8	6.5*	-16.9	7.2	6.1	-15.3
<b>Peer Delinquency</b>	12.1	11.7	-3.3	12.0	11.2*	-7.0	12.8	12.1	-5.1
<b>Negative Peer Influence</b>	14.1	11.8*	-18.0	14.6	11.4	-21.6	14.1	11.8	-16.1
<b>Behavioral Scales</b>									
<b>Family Gang Influence</b>	0.6	0.5	-17.1	0.6	0.4	-30.0	0.6	0.7	5.3
<b>Self-Reported Delinquency</b>	3.9	3.9	1.1	3.8	3.4	-8.7	4.0	4.7	16.9

Note: \* $p < .001$  \*\* $p < .005$

## GRYD Gang Intervention Family Case Management

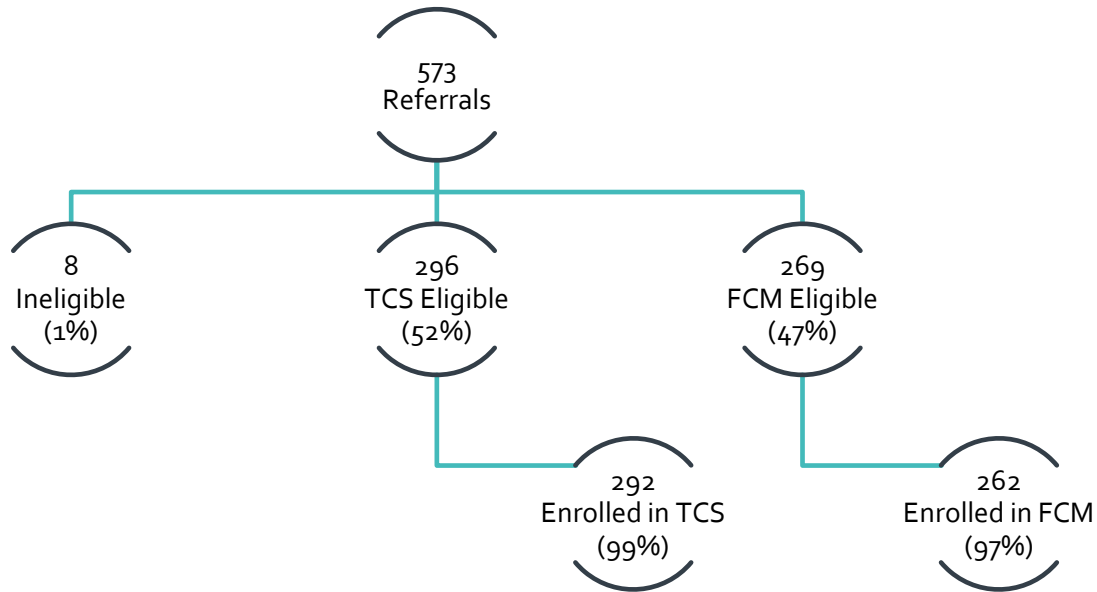
In total, 573 referrals were received for GRYD Intervention Family Case Management (FCM) Services between January 1, 2015 and December 31, 2017 for the Foothill and Hollenbeck 3 GRYD Zones for which the GRYD Service Provider for the Zone was able to follow up and assess eligibility for, and interest in, services. Figure 6 illustrates the flow from referral to program enrollment during this time period.<sup>11</sup> Of the individuals referred, slightly less than half (269, 47%) were found eligible for FCM programming and nearly all (262, 97%) went on to enroll. Another 52% (296) were found eligible for Transitional Client Services (TCS) placement. TCS is a less intensive service model intended to prepare individuals to enroll in FCM. While TCS clients are included in the referral and demographic data presented, they are not considered elsewhere in the report. The remaining referrals (8, 1%) were not found eligible to enroll in GRYD services. Overall, there were 565 new enrollments into GRYD Gang Intervention Family Case Management Services.<sup>12</sup>

<sup>11</sup> Multiple criteria were used to identify those who enrolled. In order to be considered 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.

<sup>12</sup> It is important to note that while these are unique enrollments, they are not necessarily unique individuals as clients may move from TCS to FCM or exit services and later return.



Figure 6: Client Flow Chart for GRYD Intervention Referrals in Period



Including those who enrolled prior to the start of 2015, 323 clients received FCM Services and 292 received TCS Services. In addition, 29 individuals were served as Indirect Clients; an informal service group that was rolled out starting January 1, 2015 for new referrals. Overall, 644 clients and families received services in the Foothill and Hollenbeck 3 GRYD Zones during the reporting period (see Table 10 for a full breakdown by Zone).

Table 10: GRYD Intervention Clients Served in Period

All clients served 2015 - 2017	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
FCM	323	50	155	60	168	44
TCS	292	4	0	-	29	8
Indirect	29	45	103	40	189	49
<b>Total</b>	<b>644</b>	<b>100</b>	<b>258</b>	<b>100</b>	<b>386</b>	<b>100</b>

Demographic characteristics for all clients served were consistent across GRYD Zones and were mostly male (70%), Latino (98%), and fell within the target age range for service of 14 – 25 (90%). The average client age was 18 years old at time of referral though clients ranged broadly in age; the youngest was 12 and the oldest was 42.

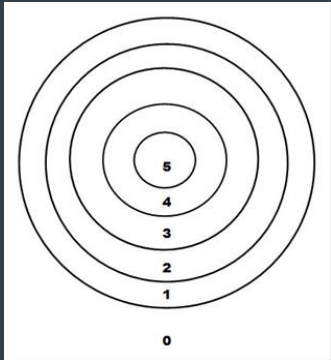
Table 11: Demographics for all GRYD Intervention Clients Served in Period

Client demographics for all clients 2015 - 2017	Total	
	N	%
<b>Gender (N = 644)</b>		
Male	454	70
Female	454	30
<b>Race (N = 644)</b>		
Latino	632	98
African American	1	1
Other	1	1
<b>Age at Referral (N = 641)</b>		
Aged 14-25	575	90
Average Age	18	
Age Range	12 - 42	

Note: Due to rounding, % may be greater than 100.

Once enrolled in FCM programming, clients complete the Social Embeddedness Tool (SET) interview which is used to measure changes in gang commitment over time. It is completed shortly after enrollment and again about every 6 months while the client is enrolled. There were 100 Intake SETs completed for FCM clients served during the reporting period. Of these clients, 69% reported having joined a gang. Just over half of these clients (53%) joined between the ages of 12 – 14 though age of first association ranged from 8 – 17. The same clients were also asked to identify how close they were to the center of the gang using a set of concentric circles (as see in Table 12 below). The majority of clients placed themselves either on the outskirts (45%, 0 or 1) or in middle ground (35% 2 or 3) while the remaining 20% placed themselves as close to or in the center (4 or 5).

Table 12: Position in Relation to the Gang

	Position	Gang-Involved FCM Clients	
		N	%
	3=in the middle	20	29
	0=outside the gang	12	17
	1=close to the outside	12	17
	2=in the middle	11	16
	4=close to the center	7	10
	5=in the center	7	10
	<b>Total</b>	<b>69</b>	<b>100</b>

Another measure is used to gauge level of involvement in violent criminal behaviors at the start of GRYD FCM Services. Clients are asked to identify the number of things (not which) they have done in the 6 months prior to enrollment. At Initial SET, 36% indicated that they had not engaged in any of these behaviors. However, 65% had engaged in one or more behaviors while 45% had engaged in two or more. Very few clients engaged in more than three of the behaviors on the list (pictured in 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?	Number of Violent Behaviors	All Initial SETs	
		N	%
0    1    2    3    4    5    more	<b>None</b>	36	36
• Kicked, attacked or hit someone with your fists	<b>One</b>	19	19
• Stolen money or things from a person (not with a weapon)	<b>Two</b>	16	16
• Carried a weapon (a knife or a gun or something else)	<b>Three</b>	14	14
• Been involved in gang fights	<b>Four</b>	8	8
• Threatened to hurt someone to get them to do what you want them to do	<b>Five</b>	4	4
• Attacked someone with a weapon (a knife or a gun or something else)	<b>More than five</b>	3	3
• Used a weapon or force to get money or things from people	<b>Total</b>	<b>100</b>	<b>100</b>

GRYD FCM clients receive a diversity of activities during their time in programming. In sum, 8,203 activities were recorded in the ETO Database for clients and families during 2015 – 2017. The most common types of activities were Individual Meetings (35%), Tracking Down/Checking Up on Client (22%), Team Meetings (15%), and Family Meetings (14%). While individual, family, and team meetings are all part of the dosage required for each phase of services under the GRYD FCM model, it is significant to observe that client checkups also account for a substantial portion of all activities recorded. This may be reflective of the fact that population served through FCM can be, at times, challenging to engage. Beyond these top four, all other activities amount to only a small portion of all efforts recorded; Table 14 includes both the type and frequency of all activities logged.

Table 14: Frequency of Activities for FCM Clients

All activities by type for FCM clients	Total	
	N	%
Individual Meeting	2,873	35
Tracking Down/Checking Up on Client	1,772	22
Team Meeting	1,225	15
Family Meeting	1,175	14
Provided Transportation for Client	456	6
Facilitating Services for Client	126	2
Initial Meeting	125	2
Event/Activity/Field Trip	101	1
Advocacy for Client at School	68	1
Other Activity (specify)	66	1
Tattoo Services	46	1
Referral to Service Provider	44	1
Advocacy-Other (specify)	43	1
Internal Life Skills Classes	21	.3
Advocacy for Client with Probation/Parole Officer	17	.2
Referral Follow-up	16	.2
Advocacy for Client at Criminal/Delinquency Court	14	.2
Internal Connections to Employment	9	.1
Celebration Activity	5	.1
Advocacy for Client at Dependency Court	1	.1
<b>Total</b>	<b>8,203</b>	<b>100</b>

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

In order to provide insight into how frequency of activities logged translates into time spent with clients and families, Table 15 looks at the number of hours spent conducting Individual and Family Meetings. For this purpose, Family Meetings were considered to be completed when attended by both the client and their family while Individual Meeting required the attendance of the client alone. Taken together, 3,899 complete meetings were conducted totaling 4,052 hours of contact during the reporting period.

Table 15: Hours of Contact for FCM Clients

Number of hours of contact by completed activity type	Total		Foothill		Hollenbeck 3	
	N	Hrs	N	Hrs	N	Hrs
Individual Meetings	2,861	2,835	1,373	1,724	1,488	1,111
Family Meetings	1,038	1,217	505	645	533	572
<b>Total</b>	<b>3,899</b>	<b>4,052</b>	<b>1,878</b>	<b>2,369</b>	<b>2,021</b>	<b>1,683</b>

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

Finally, attendance was viewed from another perspective looking at numbers of activities of any type and who attended overall. Nearly half (48%) of all activities recorded were attended by the client alone, 4% were attended by family alone, and 15% were attended by the client and their family together. It should be noted that for FCM Clients, family is defined by the individual; however, for some clients, a family member may not be available. The remaining 34% of activities were not attended by either the client or family. It is likely that these include a variety of activities including client checkups, which were often recorded to document efforts to reconnect with clients who had not been present for extended periods, or advocacy done on behalf of the client.

Table 16: Activities Logged by Client and Family Attendance for FCM Clients

Number of hours of contact by completed activity type	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
Attended by Client Alone	3,920	48	1,927	49	1,993	47
Attended by Family Alone	325	4	137	3	188	4
Attended by Client and Family	1,199	15	547	14	652	15
Not Attended by Client or Family	3,023	34	1,323	34	1,436	34
<b>Total</b>	<b>8,203</b>	<b>100</b>	<b>3,934</b>	<b>100</b>	<b>4,269</b>	<b>100</b>

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

Once the end of a cycle of services is reached, reassessment is conducted in order to determine if the client and family are ready to graduate, should continue for a second cycle of services, or if there is another outcome. The reassessment process for FCM includes completing a reassessment form that allows for comparison to the same characteristics at Initial Meeting (enrollment into services). In addition, FCM Clients complete a SET Retest at the end of each cycle (about every 6 months). Not all clients remain in services long enough to complete the reassessment process; they may exit earlier due to program drop out, incarceration, or to becoming more engaged in work or school, etc.

From January 1, 2015 through December 31, 2017, Cycle 1 reassessment was completed for 18 clients; of which all but one were enrolled in Hollenbeck 3 GRYD Zone. Table 17 compares characteristics of clients captured at the Initial Meeting to the same characteristics 6 months later at Cycle 1 reassessment. Overall, small amounts of positive change can be seen in most areas; however, it should be kept in mind that the number of reassessments included is small. Changes in school enrollment

should be considered along with educational attainment. At Initial Meeting, the percentage of clients who were enrolled in school and attending regularly was 88%; by reassessment, this had dropped to 71%. Yet, this is actually a positive change in this instance as all 3 individuals included here were no longer enrolled due to having received a high school diploma.

*Table 17: Cycle 1 Reassessment for FCM Clients*

Measure of change	Initial Meeting		Cycle 1 Reassessment	
	N	%	N	%
<b>School Enrollment (N = 17)</b>				
Not Enrolled	2	12	4	24
Enrolled but not Attending	0	-	1	6
Enrolled and Attending Regularly	15	88	12	71
<b>Educational Attainment (N = 17)</b>				
None	17	100	14	82
GED	0	-	-	-
High School Diploma	0	-	3	18
College Degree	0	-	-	-
Vocational Certificate	0	-	-	-
Other	0	-	-	-
<b>Arrests (N = 17)</b>				
Yes	15	88	16	94
No	2	12	1	6
<b>Employment (N = 18)</b>				
Not Employed	12	67	13	72
Not Eligible	4	22	2	11
Yes – Part Time	2	11	1	6
Yes – Full Time	0	-	2	11

*Note: Table continues on following page.*

Table 17 continued:

Measure of change	Initial Meeting		Cycle 1 Reassessment	
	N	%	N	%
<b>Identification (N = 18)</b>				
None/No ID	1	6	1	6
Birth Certificate	15	83	14	78
Social Security Card	13	72	14	78
California Picture ID	5	28	6	33
California Driver's License	0	-	1	6
Residency Card	0	-	0	-
Selective Services Registration	0	-	0	-
Other Picture ID	1	6	3	17

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

During the reporting period, 246 GRYD FCM clients exited services. Of these, 41% exited successfully and 59% exited unsuccessfully. Reasons provided for case closure may include clients who have either formally dropped out or left due to long-term non-attendance, GRYD FCM Services were determined to no longer be appropriate or necessary, or for undetermined reasons. Overall, program drop out (either due to long term absence or formal refusal of services) accounted for 50% of all exits. Program outcomes, though similar in many areas, varied by GRYD Zone (as seen in Table 18) when considering program drop outs with Hollenbeck 3 exhibiting higher percentages of clients who exit due to both long-term non-attendance and to formal drop out/refusal of services.

Table 18: Program Outcomes for FCM Clients

Reason for closure for FCM clients	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
<b>Successful Exit</b>						
Graduated Program Successfully	79	32	46	38	33	26
Graduated – Early Completion	22	9	4	3	17	13
<b>Unsuccessful Exit/Other</b>						
Long-term Non-Attendance	80	33	31	26	51	40
Formally Dropped Out/Refused	42	17	25	21	17	13
Needs Different/Additional Services	11	4	9	8	1	1
Undetermined Exit	9	4	5	4	4	3
Other	3	1	0	-	3	2
<b>Total</b>	<b>246</b>	<b>100</b>	<b>120</b>	<b>100</b>	<b>126</b>	<b>100</b>

Unfortunately, too few SET Retests (8) were completed for the GRYD FCM clients served during the reporting period in order to investigate change over times in the areas captured by the SET. However, emerging findings from the GRYD Gang Intervention Family Case Management 2017 Evaluation Report found statistically significant differences between the Initial SET and SET Retest in the areas of reduction of client participation in violent (and non-violent) criminal behaviors, participation in gang activities, less time spent with the gang, and decreased emotional attachment to the gang over time.

### GRYD Intervention Incident Response and Proactive Peacemaking

As part of the work conducted under the GRYD Incident Response Protocol, GRYD Regional Program Coordinators (RPCs) and Community Intervention Workers (CIWs) respond to violent incidents that hold the potential for gang retaliation in an effort to deter future violence. During the January 1, 2015 – December 31, 2017 time period included in this report, the Foothill and Hollenbeck 3 were notified of 143 incidents, of which 114 (80%) had some type of action taken by GRYD RPCs and CIWs. Out of the 114 incidents for which the protocol was enacted, 95 (83%) occurred inside a GRYD Zone and, based on incident information gathered by GRYD RPCs within the first 24 hours of the incident occurring: 68% were identified as being gang-related; and, most (69) had low or medium potential for retaliation (see Table 19 below). It should be noted, however, that GRYD IR will respond to incidents that, while outside the boundaries of GRYD Zones or which are not assessed as being gang-related, may have the potential to impact GRYD's areas of service.

*Table 19: Characteristics of Incidents Responded to by GRYD*

All incident characteristics 2015 - 2017	Total (114)	
	N	%
<b>Inside or Outside of GRYD Zone</b>		
Inside	95	83
Outside	19	17
<b>Potential for Retaliation</b>		
Low	42	37
Medium	37	32
None	26	23
High	9	8
<b>Is Incident Gang-Related</b>		
Yes	78	68
Unknown	25	22
No	11	10

Overall, the majority of these incidents were single victim shootings (68%), followed by homicides (21%), multiple victim shootings (7%), and smaller percentages of stabbings and shots fired (2% each). Types of incidents were consistent across GRYD Zones as seen in Table 20.



Table 20: Incidents by Type

Incident type	Total		Foothill		Hollenbeck 3	
	N	%	N	%	N	%
Single Victim Shooting	78	68	42	68	36	69
Homicide	24	21	12	19	12	23
Multiple Victim Shooting	8	7	5	8	3	6
Stabbing	2	2	2	3	0	-
Shots Fired	2	2	1	2	1	2
Total	114	100	62	100	52	100

Actions taken and contacts made by GRYD RPCs and CIWs reflect the differences in roles and responsibilities for each entity. For RPCs, the primary action taken (in 95% of all incidents) was making phone calls or sending e-mail to facilitate and gather information. The second most common action was responding to the crime scenes in 11% of all incidents. CIWs also made phone calls and sent e-mails for 73% percent of all incidents; however, other frequent modes of responding were action based and reflect the CIW role in the protocol to implement strategies and connect with the community. For more than half of all incidents, CIWs responded to the hospital (75%), responded to the crime scene (61%), or responded to a place in the community (52%). Other types of actions, including connecting the victim and/or their family to services, were also conducted though for smaller percentages of incidents and are included in Table 21.

Table 21: Actions Taken by RPCs and CIWs

Actions taken	RPCs		CIWs	
	N	%	N	%
Responded to the Hospital	0	-	86	75
Phone call/e-mails	108	95	83	73
Responded to the Scene	12	11	69	61
Responded to a Place in the Community	2	2	59	52
Connected Victim/Family to Services	0	-	46	40
Rumor Control	0	-	35	31
Crown Control	0	-	2	2
Other	1	1	9	8

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

Contacts made in response to an incident are similarly diverse for RPCs and CIWs. LAPD was contacted by RPCs in 82% of incidents and was by far the most contacted entity though other were contacted in a handful of incidents and are included in the following table. CIWs most frequently contacted the victim's family (54% of all incidents) or the victim or perpetrator's affiliated groups (18% of all

incidents). CIWs also made contact with LAPD in 15% of all incidents and City Council Offices for 8%. For both RPCs and CIWs, no contact was made (in 16% and 23% of all incidents respectively); which may be indicative of instances which were not gang related or potentially where contact was declined.

*Table 22: Contacts Made by RPCs and CIWs*

Contacts made	RPCs		CIWs	
	N	%	N	%
<b>Victim's Family</b>	2	2	62	54
<b>Victim/Suspect Affiliated Group</b>	1	1	20	18
<b>LAPD</b>	93	82	17	15
<b>City Council Office</b>	3	3	9	8
<b>LAUSD</b>	1	1	0	-
<b>Other Contact Made</b>	8	7	26	23
<b>No Contact Made</b>	18	16	26	23

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

For 15% of all incidents, 17 in total, CIWs reported taking follow-up actions after more than 24 hours after the incident occurred. Types of activities conducted include rumor control for 5 incidents; peace maintenance, referral for victim's assistance, and family contact each for 3 incidents; and community engagement, law enforcement contact and collaboration, and street outreach for 1 incident each. Where referrals for victim's assistance were made, 2 were for the victim and 1 was for the victim's family.

In addition to incident response, Community Intervention Workers (CIWs) are active in the communities they serve on a regular basis conducting proactive peace-making activities which are recorded as GRYD data collection efforts in order to look at the types of efforts put forth and the amount of time spent conducting these activities.

Proactive peace-making activities are grouped as follows:

- *Street Intervention:* rumor control, street mediation, peace maintenance, street outreach, and monitored hot-spot;
- *School Related:* safe passage, contact with school;
- *CBO/LAPD Contact:* law enforcement contact and collaboration, GRYD collaboration, contact with CBO;
- *Community Events:* community engagement, community meeting, event/activity, workshop;
- *Personal Engagement:* mentoring, impact sessions, potential client contact, family engagement.

Office/Administrative activities are also recorded by CIWs but are not included as part of this analysis.

In total, 19,277 activities were logged representing 27,555 hours of proactive peace-making efforts conducted. This equals about 38 hours per day for the period of January 1, 2015 – December 31, 2017. The most substantial efforts were recorded in the areas of personal engagement (35%), street intervention (23%), and school related activities (20%). These are followed by community events (13%) and CBO/LAPD contact and collaboration (9%). A full breakdown of all activity types is included in Table 23.

It is worth noting differences that can be observed when comparing the top three areas for each Zone. Foothill recorded the highest percentage of efforts in the areas of street intervention (31%) personal engagement (24%), and community events (22%) While Hollenbeck 3 top areas of focus were personal engagement (40%), school related (24%), and street intervention (20%). Overall, Hollenbeck 3 appears to have a greater focus on areas related to individual level interventions while activities recorded by Foothill suggest a focus more at the community level. However, when considering hours spent in each area, both Zones spent nearly the same amount of time conducting street intervention activities during the reporting period with 3,189 hours for Foothill and 3,297 hours for Hollenbeck 3. Interestingly, while the total number of activities recorded for each Zone is vastly different, with 5,890 activities recorded for Foothill and 13,387 for Hollenbeck 3, the number of hours of effort are relatively similar (13,273 hours for Foothill and 14,283 for Hollenbeck 3). This may reflect differences in either how activities are being scheduled and conducted or how they are being entered into the GRYD ETO database.

*Table 23: Proactive Peacemaking Activities and Hours Spent*

Activity type	Total			Foothill			Hollenbeck 3		
	N	%	Hrs	N	%	Hrs	N	%	Hrs
<b>Personal Engagement</b>	<b>6,806</b>	<b>35</b>	<b>6,742</b>	<b>1,422</b>	<b>24</b>	<b>2,628</b>	<b>5,384</b>	<b>40</b>	<b>4,113</b>
Mentoring	4,465	23	4,231	693	12	1,500	3,772	28	2,731
Potential Client Contact	1,762	9	1,528	369	6	569	1,393	10	959
Impact Sessions	193	1	400	84	1	146	109	1	193
Family Engagement	386	2	582	276	5	414	110	1	386
<b>Street Intervention</b>	<b>4,508</b>	<b>23</b>	<b>6,486</b>	<b>1,836</b>	<b>31</b>	<b>3,189</b>	<b>2,672</b>	<b>20</b>	<b>4,508</b>
Monitored Hot Spot	2,717	14	3,765	1,197	20	1,976	1,520	11	2,717
Street Outreach	1,092	6	1,524	135	2	322	957	7	1,092
Peace Maintenance	193	1	360	46	1	97	147	1	263
Street Mediation	338	2	516	320	5	494	18	.1	22
Rumor Control	168	1	322	138	2	300	30	.2	22
<b>School Related</b>	<b>3,795</b>	<b>20</b>	<b>3,773</b>	<b>610</b>	<b>10</b>	<b>1,130</b>	<b>3,185</b>	<b>24</b>	<b>2,644</b>
Safe Passage	2,667	14	2,458	315	5	636	2,352	18	1,822
Contact with School	1,128	6	1,316	295	5	494	833	6	822

Table 23 continued:

Activity type	Total			Foothill			Hollenbeck 3		
	N	%	Hrs	N	%	Hrs	N	%	Hrs
Community Events	2,458	13	7,277	1,318	22	4,170	1,140	9	3,107
Community Engagement	1,060	5	2,282	654	11	1,352	406	3	930
Event/Activity	708	4	2,956	328	6	1,457	380	3	1,499
Workshop	557	3	1,822	227	4	1,178	330	2	643
Community Meeting	133	1	218	109	2	182	24	0.2	35
CBO/LAPD Contact	1,710	9	3,277	704	12	2,155	1,006	8	1,122
Contact with CBO	1,188	6	1,501	300	5	606	888	7	895
GRYD Collaboration	339	2	1,197	249	4	1,006	90	1	191
Law Enforcement	183	1	580	155	3	544	28	.2	36
Total Activities	19,277	100	27,556	5,890	100	13,273	13,387	100	14,283

## Summary and Conclusions

Overall, it appears that GRYD programming is meeting its objectives in a numbers of areas for Foothill and Hollenbeck 3 GRYD Zones during the period from January 1, 2015 through December 31, 2017. Taken together, the results of this evaluation show that:

1. Clients who enrolled in GRYD Gang Prevention Services significantly reduced their risk of gang joining; particularly for clients who went on to successfully complete services;
2. GRYD Gang Intervention Family Case Management clients and families are attending large numbers of activities and showing gains in educational attainment and work readiness documentation over time; and,
3. The GRYD Incident Response teams are fully engaged in their efforts towards mitigating post-incident dynamics and are documenting substantial numbers of ongoing works in the communities GRYD serves through Proactive Peacemaking activities.

An expanded discussion of each area of intervention is provided below.

### GRYD Gang Prevention

GRYD Prevention Services seek to reduce the risk of gang joining for youth determined to be at high risk for gang membership through a structured model of services that seeks to identify and address problem behaviors while concurrently strengthening family structure, cohesion, and problem solving skills. Related objectives considered as part of this report are working towards improvements in educational performance, behavior at school, and reductions in arrest during programming.

To begin, based on referral data and YSET-I eligibility outcomes, GRYD Service Providers are reaching (for the most part) the correct target group and are enrolling the vast majority of eligible youth into Secondary Prevention services with 395 clients and families served during the reporting period. Once enrolled, clients and their families are provided a large number of activities, with 12,578 activities recorded in total. Further, there appears to be substantial contact with clients both individually (with 7,186 hours of Group Activities and 1,631 hours of Individual Meetings with youth logged) and with family together during 2,755 hours of Family Meetings. Interestingly, there is a difference between Zones regarding family contact when it comes to Other Family Activities, which make up 14% of all activities in Foothill but 1% in Hollenbeck 3. This is an area that may be worth further investigation in the future as part of discussion with service providers around ways in which family are engaged in, and connected to, the GRYD program.

Cycle 1 reassessment completed for 214 Secondary Prevention clients showed promising results. In a comparison of data collected at the start of GRYD services and again 6 months later, nearly all (98%) of clients were enrolled in school at enrollment and remained so 6 months later. Also encouraging is the decrease in the percentage of clients who received disciplinary actions at school (moving from an initial 43% to 31% of clients at reassessment) and of those who were arrested (dropping from 7% who had been arrested leading up program enrollment to 3% at reassessment). In addition, based on the observations of GRYD Service Providers, only 17% of clients were exhibiting gang-related behavior at reassessment. However, most notable is the fact that after being enrolled in GRYD Prevention Services for 6 months, 51% of clients exhibited changes in level of risk that had been reduced far enough that they were no longer eligible according to the YSET.

Furthermore, a comparison in the amount of change exhibited for clients from YSET-I to YSET-R shows decreases in nearly all of the scales measured on the YSET and saw statistically significant reductions in the areas of Antisocial Tendencies, Critical Life Events, Impulsive Risk Taking, Weak Parental Supervision, and Negative Peer Influence. For the most part, those who completed the program successfully experienced greater reductions than youth who completed unsuccessfully. Taken together, these outcome results demonstrate the significant impact on attitudes and behaviors that occurred while clients and their families participated in GRYD Prevention Services.

## GRYD Gang Intervention Family Case Management

GRYD Intervention Family Case Management (FCM) provides services and connections to resources to gang-involved young adults in order to increase prosocial embeddedness and reduce gang attachments. GRYD FCM seeks to address clients at the individual, family, and peer group level in order to encourage increased levels of self-differentiation, family cohesion and support, and become connected to positive outlets. Objectives include the improvement of educational outcomes, employment opportunities, and access to identifying documentation as well as reduction in arrests while enrolled in programming.

During the reporting period, GRYD Service Providers enrolled nearly all eligible referrals received (97%) into GRYD FCM programming. Overall, 323 FCM clients were served from January 1, 2015 through December 31, 2017 in Foothill and Hollenbeck 3 GRYD Zones. Based on characteristics identified through SET administration, 69% of clients reported having joined a gang and of these, about half joined between the ages of 12 – 14. In addition, of clients completing the SET (100 total), 65% had engaged in one or more violent behavior in the 6 months prior to their enrollment. Taken together, this supports the idea that GRYD FCM Services Providers are, generally speaking, successfully enrolling clients who fall into the target service group.

Once enrolled, clients and their families receive a large number, and diversity of, activities with 8,203 activities logged overall. Looking specifically at activities required as part of program dosage by GRYD, FCM clients alone attended 2,861 Individual Meetings over 2,835 hours during the reporting period and clients and their families together attended 1,038 Family Meetings equaling 1,217 hours of time spent. All of which adds up to a substantial record of contact with clients and their families while enrolled in GRYD FCM Services. However, 34% of all activities recorded were not attended by either the client or their family. While a portion of these activities may be related to work conducted on behalf of the client where they were not required to attend, such as Team Meetings or possible advocacy efforts, 22% of all activities are related to Tracking Down/Checking Up on the client. Though it should be noted that the population served by GRYD FCM can be at times difficult to engage, ideally, efforts put towards client tracking would be able to be reduced.

Cycle 1 reassessment was completed for only 18 GRYD FCM during the reporting period. Even taking clients who drop out or otherwise exit services prior to reaching the end of a cycle, it is apparent that reassessment data collection is not routinely being entered into the GRYD ETO Database. This suggests that it may be necessary to refocus efforts around reassessment for GRYD FCM clients in order to better capture change over time. Nevertheless, a comparison of data collected at the start of GRYD services and again six months later was conducted for these 18 clients and positive change can be seen at an individual level. Between enrollment and reassessment, three clients received their high school diplomas, two found full-time employment, and six forms of identification were gained. As with

cycle 1 reassessment, a small number of SET Retests were completed (8). Here a pre-post comparison was not made; however, the larger GRYD evaluation includes emerging findings that show positive change in the areas of violent behaviors, participation in gang activities, time spent with gang, and emotional attachment to the gang. Over time as more reassessments and SETs are completed, a deeper look can be taken as to changes experienced by GRYD FCM clients over time.

In sum, while there are identified areas for improvement regarding data collection, the data also suggests that GRYD Service Providers are enrolling the correct target group of clients and that clients are engaged in programming through a variety of activities.

## GRYD Intervention Incident Response and Proactive Peacemaking

GRYD IR and Proactive Peacemaking both seek to reduce gang violence by 1) responding when incidents occur with the objectives of connecting victims and families to supportive services, conducting rumor control, and renegotiating or establishing peace treaties and 2) deterring violence on an ongoing basis in the community through street mediation, safe passages, community events, and the provision of mentoring and family engagement.

GRYD IR teams responded to 114 violent incidents during the reporting period that were 68% single victim shootings, 21% homicides, 7% multiple victim shootings, and 2% each stabbings or shots fired. The majority of these incidents (83%) were located within a GRYD Zone and 68% were identified as being gang-related incidents at time of notification.

In response to these incidents, both GRYD RPCs and CIWs took a number of actions, with efforts made differing according to the roles and responsibilities of each entity as expected. These distinctions suggest that the protocol is working as expected with each party remaining focused on their complimentary role. GRYD RPCs primarily facilitated the flow of information through phone calls/e-mails (in 95% of incidents) while the actions taken by CIWs included phone calls/e-mails but had a broader focus which included responding to places in the community such as the hospital or scene or conducting rumor control. In addition, CIWs connected the victim/family to services in 40% of all incidents. Contacts made post-incident also reflect that CIWs connect with victims and their families (54%) and victim/suspect affiliated groups (18%) and, when considered in conjunction with actions taken are clear evidence of CIW efforts to connect with individuals to provide support at mitigate post-incident dynamics.

Finally, it is clear that proactive peacemaking interventions are conducted broadly and represent a substantial amount of effort towards deterring violence in the areas of personal engagement (35%), street intervention (23%), school contacts (20%), community events (13%), and collaboration with CBOs/LAPD (9%).

Differences between the dosages of these activities between Zones are present and may reflect either the strengths of the GRYD Service Provider for each Zone or the needs of the community. These areas of difference may provide fertile ground for further discussion around best practices and understanding the impact of proactive peacemaking and its role in violence interruption.